



THE **QUINTESSENTIAL** CHURCH **REVOLUTION**

A Manual for Pastors

Dr. Michael Brodeur
with Glen Reed MDiv

The **Ultimate Guide** to Creating a
Thriving New Testament Church by
Activating the Fivefold Ministry



Pastor's Coach

Endorsements

This is the best how-to for building a healthy church.

I have had the privilege of working with Michael Brodeur for over a dozen years and continue to be impressed by his love for the Body of Christ and his passion to equip the people of God to bring transformation to the world around us. His latest book, *The Quintessential Church Revolution* is the latest example of Michael's commitment to help pastors and leaders build thriving churches that mobilize their members to impact the world for Jesus. Check it out!

Banning Liebscher, Senior Pastor, Jesus Culture Sacramento

Michael has crushed the topics discussed, with 14 compelling chapters...

Michael Brodeur is a seasoned church planter who has accumulated many years of cutting-edge pastoral experience. He is uniquely gifted in teaching and training leaders to be effective in church growth, evangelism and organizational skills, with proven results. You will discover that Michael has crushed the topics discussed, with 14 compelling chapters that you will want to refer to over and over again. *The Quintessential Church Revolution* is an invaluable resource for Christian leaders who desire to please the Lord with more effective and fruitful ministry.

John Arnott, Founder Catch The Fire Ministries

I found great clarity on the changes the church needs to make!

"I have been actively looking for content and people who would be able to help me get clarity on what is on the heart of Jesus for his church and to speak to the changes that need to be made within the church. When I started to engage with Michael on this topic and then also the content within the book, I found great help! This is a timely book with practical content that will help us make a very important transition to where we are to go as the church."

Dwayne Roberts, Former Director of Onething conferences, Campus Pastor UPPERROOM Denver

This book will shift your paradigm...

God is bringing a revolution to His Church. In this compelling book, Michael Brodeur shares transformational keys to mobilize leaders and activate all believers in their fivefold calling. This message will shift your paradigm, align your focus, and equip you with the practical tools to advance God's Kingdom.

Dr. Ché Ahn, Senior Leader, Harvest Rock Church, Pasadena, CA; President, Harvest International Ministry, International Chancellor, Wagner University

... the ultimate guide for kingdom leaders...

I have had the honor of knowing Michael Brodeur for almost twenty years. He is known to be a spiritual father to many fathers and mothers and a leader to many influential leaders. He is also a gifted writer, a dynamic teacher, and, most importantly, a friend of God. *The Quintessential Church Revolution* is the ultimate guide for kingdom leaders who are looking for a fresh fire from heaven and desire to build healthy fireplaces that will host the fire of God and spread it to the nations. It is time to move from visitation to habitation. I highly recommend this book to believers who are hungry for more.

Dr. Leif Hetland, President of Global Mission Awareness, Author of *Called to Reign*

...an accurate reading of Jesus' strategy to change the world...

I highly recommend the author and his work. Michael is lucid and biblical, wise and intelligent, and knows how to read the moment and present the solution.

Carlito Paes, MA Theology, Senior Pastor of the City Church in São Jose dos Campos, Brazil
Founder of the Inspire Network of Churches. Author of more than 30 published books.

...a repository of apostolic revelation...

Like Moses of old, it is critical that leaders today encounter the glory of God (revival) and seek to know His ways (reformation). Dr. Michael Brodeur's new book, *The Quintessential Church Revolution* is a repository of apostolic revelation showing us the ways of the Lord as taught by Jesus and Paul in order that we can build according to divine specificity (Ex. 25:8-9). Read this book if you are passionate in seeing the fivefold ministry restored, the saints equipped, and the Kingdom advanced.

Glenn Bleakney, Global Development, Neuma Church, Melbourne, Australia <https://Neuma.Church>
Awake Nations Ministries <https://AwakeNations.org>

...a roadmap for every leader...

There are some people who when you meet them you immediately know that they are the 'Real Deal', it causes you to want to be around them because you want to know everything that they know, Michael Brodeur is such a person. Michael out of his wealth of knowledge has given to us an instruction manual born out of decades of tried and tested leadership principles and practice. I believe that it will become a tool and constant guide, a roadmap for every leader who desires to see the church fulfil its purpose and they themselves reach their fullest potential. If your dream is to see thousands of people coming to Christ and disciplined into the Kingdom of God, then you definitely need this book and start living that dream.

Ken Gott, Member 'Apostolic Ambassadors Team' for Catch The Fire, Founder of 'This is the Kingdom'

He throws a saddle on the great Biblical plan for the church and helps us mount up.

After enjoying Michael's insights for years, I am glad he has corralled all the great stallions of his practical wisdom into one book. Like Jonah, the church is the cause of so many problems in our world but, as Michael shows, it is also the solution. He throws a saddle on the great Biblical plan for the church and helps us mount up. It will be hard for a church leader to read *The Quintessential Church Revolution* and not be inspired to make some practical changes to charge ahead.

W. Andrés McMillan, Pastor, Comunidad Cristiana de Fe – Medellín, www.fepaisa.com,
www.TeamMcMillan.org

...a return to God's original unstoppable blueprint for the church...

Michael Brodeur is a father and a genius at helping leaders to see clearly and create empowered and powerful believers. *The Quintessential Church Revolution* is a return to God's original unstoppable blueprint for the church that will clear the smog of any unfruitful church leadership thinking and habits that may be in your life. The sleepy church is over and we are entering a season of church reformation where God is raising up revival hubs across the world that will gather, train and send leaders to transform their spheres of influence. I am confident that as you read Michael's book with the Holy Spirit, you will unlock both yourself and your church to be the original force that the Father intended it to be!"

Dave Harvey, Director, Bethel Leaders Network (BLN), Redding, California.

... there are few people I respect more regarding the training of church leaders.

I have had the privilege of working much with Michael Brodeur, and there are few people I respect more regarding the training of church leaders. In this timely book, *The Quintessential Church Revolution*, you will receive the very best of Michael in how he teaches and equips leaders to build big people in the body of Christ. Get ready to receive the mindsets and practices that create healthy leaders and influential ministries. Well done, Michael.

Steve Backlund, Bethel Church, Redding, CA; Igniting Hope Ministries

Brodeur lives what he teaches. I am the man I am today, because he poured into me.

Michael Brodeur has poured so much into my life, and I think reading this book will add a tremendous value to yours. His, "the church is meant to be a leadership incubator," shapes the core of how I lead.

Elijah Stephens, MDiv, MA Apologetics, Filmmaker, Former Executive Pastor Vineyard Chattanooga

The Quintessential Church Revolution

A Manual for Pastors

**The Ultimate Guide to Creating
a Thriving New Testament Church
by Activating the Fivefold Ministry**

Developing healthy leaders
that disciple members
to grow spiritually,
serve with joy,
reach the lost...
and have fun along the way.

**Dr Michael Brodeur
with Glen Reed, MDiv**

Pastor's Coach

The Quintessential Church Revolution

A Manual for Pastors

The Ultimate Guide to Creating a *Thriving* New Testament Church by Activating the Fivefold Ministry

By Dr Michael Brodeur with Glen Reed, MDiv

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Published by Pastor's Coach

www.PastorsCoach.com

ISBN 978-0-9856848-3-9

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To receive a free email newsletter delivering tips, teachings and updates about Pastor's Coach and our products, go to www.PastorsCoach.com.

Dedication

This book is dedicated to my phenomenal wife **Diane Louise Brodeur**.

Our journey together over decades of life and ministry has been the primary source of growth, training, and transformation in my life. In the same way that our union has given birth to seven amazing daughters and sons, our partnership in God's kingdom has given birth to the concepts contained in these pages.

I also dedicate this book to the many mentors that have impacted my life over the years.

- Jim Durkin, Senior Leader of Gospel Outreach and the Lighthouse Ranch in Eureka CA
- Paul Pillai, Senior Leader of India National Inland Mission and Grace Bible College, India
- John Wimber, Senior Leader of Association of Vineyard Churches USA
- C. Peter Wagner – Missionary, Professor and Kingdom Innovator

Each of these leaders, along with dozens of other teachers and mentors, have contributed to the knowledge and methods that are presented in this book. Although each of these leaders are now in the presence of Jesus, their legacy continues to impact the world through those that they have impacted.

~ Michael

Preface

Unto Him Be Glory in the Church!

This book is borne out of a passion to bring absolute glory and honor to Jesus Christ through His Church. The Church is His Body, His hands, His feet and His heart, expressed to this broken and sinful world. But sadly, the Church has not always understood her role in the earth and has often failed to live up to the great mandate that she was given; the Great Commission. This book is an urgent call to leaders and churches to return to this mandate of Christ. As we have prayed about how to describe our approach, one of the best terms we found is “Great Commission Transformation,” because it really does encompass what we’re trying to do, and how to do it.

We titled the book, *“The Quintessential Church Revolution.”* The word **“Quintessential”** means the perfect representation of a person or thing. The Quintessential Church is the Body of Christ as it was originally intended to be, when the Church was born on the day of Pentecost. But “quintessential” also has another meaning.

In the book of Ephesians, we find one of the clearest passages of scripture concerning the power and purpose of the Church. And here we find that additional application of the word “quintessential.” Ephesians 4:7-16 begins with a bold statement that Jesus has given grace and gifting to every believer on earth. He did this on the day of his ascension, around seven days before the day of Pentecost. In particular, he gave five ministry gifts to the church: Apostle, prophet, evangelist, pastor, and teacher (Vs.11). These five ministry gifts (QUINT) are the very essence (ESSENTIALS) of the ministry of Jesus given to His Church. Jesus operated in all five of these ministries, so it is no wonder that he would want these five gifts to be deposited in his people to carry on His ministry. This book presents a fresh understanding of these five gifts and how they function in the church. It is our conviction that every believer can be equipped in and function in each of these gifts to some extent depending on their God-given design and destiny (vs. 12)

It is also our conviction that these gifts will continue to function in the **Church** until we all come, "In the unity of the faith and the knowledge of the Son of God unto a perfect man, the measure of the stature of the fulness of Christ." (vs. 13) When these five gifts are fully functioning in the Church, and every member is walking in the fulness of their God-given purpose, the Body of Christ will bring maximum impact to souls and spheres, and Jesus will be fully glorified.

Jesus declared that He would build his Church, and then commissioned us to partner with him by making disciples who will do everything he has commanded.

“Jesus answered and said to him, ‘Blessed are you, Simon Bar-Jonah, for flesh and blood has not revealed this to you, but My Father who is in heaven. And I also say to you that you are Peter, and on this rock I will build My church, and the gates of Hades shall not prevail against it.’” Matt 16:17-18

“Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age.” Matt 28:19-20

We used the term **“Revolution”** because that’s exactly what it is. Although we’re using Biblical principles and practices that are not new, we call it a revolution because since the first several centuries of the Early Church, the church has gradually lost these keys. Most churches are not effectively making disciples who make disciples, so it’s somewhat “revolutionary” to refocus on discipleship as the primary goal. Our approach is also revolutionary because we’ve added some powerful new Bible-based tools that accelerate one’s progress in the discipleship process. ***Think of it as “old-school” discipleship ... with a 21st Century twist.***

In the simplest terms, we are called to make more AND better disciples, and gather in communities called churches. Some of the most important resources for making disciples are the Quintessential ministry gifts that were given to “equip the saints for the work of the ministry for the building up of the Body of Christ...” Yet many churches in the West and other parts of the Earth are struggling, even losing ground.

Maybe you’re a pastor of a church that’s stuck. Maybe you’ve been pastoring for some years and haven’t gotten the breakthrough you hoped for.

I know what that’s like. I’ve been there. I love the Church. I really do. Not just the universal Body of Christ around the world but also the local church. Real everyday life with broken people serving Jesus the best they can, led by pastors following the call of God to build a community of saints that glorifies God.

For over 30 years I pastored in San Francisco, one of the most secular cities in the world, and counting some overlap, I’ve been coaching pastors for over 30 years.

Over the years I’ve learned a few things.

It’s been a wild ride with many victories and many challenges. And I’m still going! I want the Church to do well! I want you to do well.

My ministry partner Glen Reed and I wrote this book to help you lead your church to **THRIVE** – to be healthy and dynamic, growing in quality AND quantity. And we believe one of the missing keys to this outcome is a fresh, practical approach to activating the “quintessential” ministry gifts of Jesus. A biblical implementation of these gifts, in the context of a strong discipling strategy, will bring the result that is stated in vs. 16: “...causes the growth of the Body (Quantity) and the building up of itself in love (Quality).” (Emphasis added by the author.)

We want you to break through, so that you can accomplish what the Lord has called you to do: reach the lost, restore lives, break chains, and see your people do great exploits as they are unleashed in ministry.

And when you’re done, we want you to hear Him say “Well done, you good and faithful servant.”

We also want you to make it through in one piece, with love in your heart, not bitterness. And have your sanity and health intact, enjoy an awesome marriage, and have your kids not ashamed to be PK’s.

This book compiles the best of the best of the teaching, training and coaching we’ve produced at Pastor’s Coach through decades of ministry in and to the local church.

Welcome to the ***Quintessential Church Revolution***.

Get ready for breakthrough!

How to Use This Book

This is primarily a “how to” document –a manual for pastors; so we’ll focus on what to do and why. It’s really about shifting the culture of your church. And you should see real changes within a few weeks of adopting the principles and practices in this book, although it takes two years or more for most churches to make the major shifts we talk about.

This book is for senior pastors and leaders of churches who want to move their churches into biblical health that results in breakthrough growth – both in quality AND quantity. That means more AND better disciples; raising the spiritual maturity and involvement of members, reaching the lost and training leaders.

We are not attempting to cover all the theological and practical aspects of church life. We are focusing on how to make more—and better—disciples by implementing the quintessential ministry gifts of Christ. Since transformation of a church (or any group) generally starts with the leader, the plan is designed for the senior or primary leader of the church.

Warp and Woof: Just like a woven fabric with vertical and horizontal threads, we present key concepts multiple times in different ways as we attempt to give a complete understanding of the material.

This book provides clear steps to get the breakthrough that you desire. This is a *plan* and we’re giving you the detail to understand and implement the plan. We have not held back – this is the same detailed material and plan we present in our various training programs.

You can do it. It will be challenging to do so (and more challenging to NOT change and NOT get breakthrough), but it’s like giving you a fitness center membership and an instruction manual; you can do it yourself. But you can make progress faster, and skip some of the pitfalls by hiring a personal trainer. We’ve designed this book as a practical step-by-step plan for you to follow. If you want to accelerate your progress, consider taking advantage of some of our coaching and training programs.

This is NOT just a bunch of fads or a ‘corporate marketing-based’ approach. It’s based on biblical principles gleaned from Jesus - he had a small group of leaders that he poured Himself into, and he taught and commanded them to multiply themselves by making more disciples. And lessons gleaned from the rest of the New Testament.

And it’s based on real life, in-the-trenches proven ministry practices. I (Michael) spent 30 years ministering in one of the hardest places in the world—San Francisco. I spent the first seven years there living in a Christian house and ministering on the streets. In the 80s, my wife and I planted a church there and spent ten years growing it to be one of the largest evangelical churches the City had seen in a generation. And spent another 25 years pastoring that church and overseeing 25+ churches in Northern California before moving into coaching pastors. My ministry partner (and editor) Glen Reed joined with us in 1989; he came on staff in 1995 as an associate pastor after finishing an MDiv at Western Seminary; and has worked with me ever since, including co-founding Destiny Finder. We know what it takes to do this.

*** For Fastest Results: Read the chapters in order.**

AND do the Review questions at the end of each chapter. Then follow the Action Plan steps at the end. There are some questions to ponder posed in the chapter on the Quintessential Ministry Gifts. Don’t get bogged down. Get through the book, and then follow the Action Plan steps.

Check out our website at <https://PastorsCoach.com/> and explore our training programs and resources including the Boot Camp, Group Coaching, and online assessment tools.

Let’s dive in for your Breakthrough.

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1. Introduction

Vision of a Glorious Thriving Church

"...Christ loved the church and gave himself up for her to make her holy, cleansing her by the washing with water through the word, and to present her to himself as a radiant church, without stain or wrinkle or any other blemish, but holy and blameless." Eph 5:25-27

"Let us rejoice and be glad and give him glory! For the wedding of the Lamb has come, and his bride has made herself ready." Rev 19:7

A glorious thriving Church. The bride of Jesus. That's what He's coming back for. That's what He wants. And that's what we want. The first chapter of the letter to the Ephesians is one of my absolute favorites. I've taught it over a hundred times. It's so powerful, so packed with spiritual truths, it's just bursting with glory.

"And He put all things under His feet, and gave Him to be head over all things to the church, which is His body, the fullness of Him who fills all in all." Eph 1:22-23

The Church is His body, it's the fullness of Jesus. That's amazing.

But the present Church is not there yet. In some ways the Church is like a human body that has had a stroke; major parts are not functioning fully. We've got to make some changes. We need to be about our Father's business.

"Then He said to His disciples, 'The harvest truly is plentiful, but the laborers are few.'" Matt 9:37

We are privileged to live in an amazing season in the Body of Christ! It is time to prepare for what God is about to do, which is the reason Pastor's Coach exists. The Holy Spirit is moving around the earth, reminding us of what is truly important. He is working within us to:

- Increase our ability to hear the Father's voice,
- Realign our identities in Him,
- Help us be at peace within ourselves,
- Help us build good community and have healthy communication and,
- Bring His Kingdom to the world around us.

Jesus said the harvest is ready. The Church has grown throughout the earth, and the number of unreached people groups around the world is diminishing quickly as God moves in incredible ways.

The earth's population has reached almost eight billion, and some prophets and prognosticators feel we are on the verge of a massive great awakening. Many people are prophesying a billion-soul harvest.

But I don't think people have done the math on this. Let's think about it... it's generally accepted that we need at least one primary leader for every hundred people in a group. So, for a billion new souls, we'll need 10 million new primary leaders! And of course, many other leaders to supplement the primary leadership.

10 million? There aren't enough seminaries, Bible colleges, and ministry schools to produce a fraction of that. (And many of those are not producing leaders that know how to lead and disciple well.)

We have to do church differently.

1. Introduction

We must build churches that mobilize every member for ministry if we hope to meet the challenge of the coming harvest. This cannot happen unless we grow in the supernatural AND super-practical aspects of Christ. We desperately need both! I'm tired of the usual imbalance; you usually get one or the other.

Can we have both? Word AND Spirit. Deep AND wide. Supernatural AND Super-practical.

We can sum up the Biblical vision for church to be this: thriving, dynamic churches that make thriving, dynamic disciples, that multiply.

As followers of Jesus, this could be the greatest time to be alive in all human history—but sadly, many churches are failing rather than thriving.

Churches Are Struggling

Most churches in the West are struggling with reduced attendance, not enough volunteers, spiritual lethargy, biblical ignorance, not keeping new people, not making disciples, and not developing healthy leaders. And senior pastors bear much of the cost. You know... it can be very challenging to be a pastor.

Pastor Bill Hybels of Willow Creek church, prior to his personal failure, had built one of the most outwardly successful churches in the nation. But a study initiated by Willow Creek that was conducted in 2007 showed that their model of church was largely ineffective in making whole-hearted disciples for Jesus. This is just one example of many where churches have gathered a large quantity of members, but do not produce very high-quality results.

Statistics, and our own experience, show that the church in general is **not reaching many new people**, and especially **not reaching the younger generation**. A study a few years ago showed that church growth is not keeping up with population growth in any US County.

A recent George Barna survey of hundreds of pastors found the following:

- Over two thirds said they felt the most alive and impactful when **preaching**.
- And the two greatest frustrations? their people's **spiritually immaturity**, and a **lack of volunteers**.

The Church is not influencing the culture the way it used to; society not only doesn't honor the church, in fact it despises it. The Church used to be the leader in culture, education, media, government and more, but no longer.

There are pockets of revival, new great Biblical scholarship, more emphasis on the whole person, and other good things to celebrate. But 50 years of Conference and Concert Christianity have not made much of a dent in our cultural influence... in fact, it appears that most of the Church is being disciplined more effectively by the World than by Church.

I know you know.

Summary: We are not reaching new people, and the new people we have are not growing spiritually, not serving, not impacting the world around them.

We have to do church differently!

The Problem: Overemphasis on the Pastoral Gift

Many pastors seem to believe that preaching the vision is the same as fulfilling the vision.

The Priesthood of The Believer Has Not Been Implemented

“...and has made us kings and priests to His God and Father, to Him be glory and dominion forever and ever. Amen.” Rev. 1:6

Throughout history, God has radically reformed His Church. Perhaps the most significant occurrence was in the early 1500s in what we call the Protestant Reformation. Martin Luther posted his 95 theses on the Wittenberg door, and the rediscovery of three primary truths helped shape the next five centuries:

- The Scriptures alone have final authority for faith and practice.
- Salvation comes by faith alone.
- The priesthood of every believer.

According to Scripture, every believer is called to be a priest and a king (Rev. 1:6). Although it was rediscovered and promoted over 500 years ago, that third truth—the priesthood of every believer—was **never actually implemented**. Prior to the Reformation, ten people did all the ministry and everyone else watched. After the Reformation, ten people *still* did all the ministry and everyone else still watched!

We are entering into a season of Kingdom reformation in which believers understand that they are empowered according to their gifts and callings to represent Christ powerfully in the Church and the world beyond. God is restoring the Body of Christ, so we can go out and affect the entire earth—not just in the realm of religion, but also in government, business, education, medicine and other facets of human life.

We are called to be representatives of Jesus as salt and light, to shine forth the glory of God in every sphere and bring about transformation. This requires every member stepping into the true calling of God on their life. That is what we call the *new reformation*. And this necessitates a great shift in the way we “do church.” It’s time to rediscover and re-implement the priesthood of every believer.

Pastoral vs Apostolic Focus

For the last 1700 years, the Church has not implemented that third truth effectively. Churches have been led primarily by well-meaning pastors; individuals who care for and shepherd the flock. The pastoral gift is essential, but Scripture declares the Church is not to be built on the foundation of *pastors and teachers* but on the foundation of the *apostles and prophets* (Eph 2:20). This leads us to ask an important question:

What is the difference between a pastor-led church and an apostle-led church? The impulse of a **pastor** is to gather, keep and care; the impulse of an **apostle** is to mobilize, train, and send.

We are **not** speaking about apostles that are the same as the original Twelve, nor are we talking about rewriting scripture. We are talking about a ministry gift of Jesus that was given to his Church to fulfill his Great Commission. Our focus is on function and fruit, not title and position; and on the pastoral and apostolic gifts in operation.

When you have too much emphasis on the pastoral, everyone expects the pastor to do everything. The “minister” does the ministry. This results in a consumer-oriented, spectator church in which people act as consumers who expect to be served. The music is too loud? I’m leaving. The teaching had one point that bothered me? I’m leaving. The parking lot was pretty full and I had to walk an extra five minutes? I’m leaving. Too much focus on keeping and caring results in “me-” oriented members who remain immature.

Also, you are limited by your time and energy. Pastor... if you have to do everything, be everyone’s best friend, go to their kid’s birthday parties, do all the visitation, and lead every meeting, your church will max out around 70 people **because that’s the most you can do!** (Maybe a few more if you’re a super extrovert and really talented.) Or if you have a superstar celebrity worship leader or a giant building with a great café, you can draw a crowd. But quantity doesn’t necessarily mean quality.

What does this mean for us? *We need to recover the emphasis on the apostolic and prophetic.*

Lecturing Without Application

I mentioned the Barna research that showed that over two thirds of pastors said they felt most alive and impactful when preaching. But they also said their two greatest frustrations were that their people were not very spiritually mature, and they didn't have enough volunteers serving.

We looked at that and saw the **disconnect...** what the pastors **LOVED** to do was **NOT** producing the result they **NEEDED** to happen. Their preaching was **NOT** resulting in people growing spiritually and serving.

What's wrong?

We've gotten addicted to the stage...Preaching is important! But it's only **PART** of the equation. We've made the Sunday morning sermon the main focus of the entire church ministry.

In many cases it's just information download without application. It's like a football game: There are 22 players on the field in desperate need of rest, and 50,000 fans in the seats in desperate need of exercise.

Delegating Without Developing

Another related aspect is that of delegation vs development. Pastors are often pretty good at delegating jobs. Bill shows up to help and you hand him a broom to sweep before service. Or Mary teaches the children's church classes.

But are you actually making a disciple? Are you developing the person, helping them to mature spiritually and grow in ministry; or are you just getting a job done, putting out another fire?

Need a New Operating System? iOS? Windows? Android?

A helpful picture of this is your computer's operating system. Most computers and smart devices run on Apple iOS, Android, or Windows. The operating system manages all the stuff to let you use your software and apps with your computer or phone hardware. It makes it possible for you to connect to Wi-Fi and printers; use different monitors; use Bluetooth; store on hard drives; etc.

If your operating system is too old for new apps, what happens? You're stuck. You have to upgrade to the new operating system. It can be a pain to do, but without the new OS, you're limited.

Most churches are running on an old outdated operating system that in many cases had serious flaws in it. They're stuck. If that's your church, you need to upgrade or you'll remain stuck.

We'll tackle the solution in the next chapter.

Swim Class

NEW Class Starts Wed.!

Classroom B-4

8-weeks

Join us for this exciting new class! We'll watch some videos on swimmers, and go through John Wilson's latest book, *How to Swim*. It's 100 pages and packed with teaching notes, diagrams, photos and references.

There will be homework, and we'll have discussions on swimming, the history of swimming, the cultural context of swimming, and the meaning of the various words for swimming ...

No way!

How do you teach a child to swim? You get them **IN THE WATER!**

You hold them up at first, and help them move their arms and legs, and pretty soon they can do it by themselves.

We've got people who've been taking classes on how to swim for 30 years **AND THEY'VE NEVER GOTTEN IN THE WATER...**

Assessments

LeaderStyle Assessment

Before we go any further, let's see what kind of leader you are. Select or circle the one phrase to complete the sentence such that it is most true about you. Don't overthink this.

Questions

1. I love leading a group that

- a. works according to a vision to do something great.
- b. passionately pursues spiritual things.
- c. boldly reaches out to the unreached, poor or needy.
- d. loves and cares for one another deeply.
- e. values truth, study and training.

2. I am most fulfilled when I am

- a. starting new ministries, projects or enterprises.
- b. exploring new expressions of creativity, arts, or spirituality.
- c. influencing those outside the organization to participate or join.
- d. helping people find healing and build healthy relationships.
- e. sharing biblical principles that help people grow.

3. When leading, I tend to focus on

- a. God's Kingdom; accomplishing God's purposes for my region.
- b. the Spirit; seeking God's presence and discerning His will.
- c. external needs; impacting new people through evangelism or service.
- d. internal needs; caring for people or projects.
- e. transformation; teaching and discipling to mature people.

4. My greatest concern for the Body of Christ is

- a. people who are directionless and uninvolved in ministry or service.
- b. worldliness, self-focus, and a lack of dependence on the Lord.
- c. indifference toward the lost and needy outside the church.
- d. an independent spirit, lack of accountability, and divisiveness.
- e. ignorance of the Bible, theology and church history.

5. I have my most powerful impact on others when I

- a. guide them to discover and fulfill their destinies.
- b. help them connect with God and hear His voice.
- c. lead them to share their faith with others.
- d. bring them into relationship and community.
- e. instruct them in the principles and application of God's Word.

Results

Tally how many times you selected each choice.

a. _____ b. _____ c. _____ d. _____ e. _____

Key Which one had the most? See the following. That's your LeaderStyle.

- a. Apostolic
- b. Prophetic
- c. Evangelistic
- d. Pastoral
- e. Teaching

Leadership Style Descriptions

Apostolic Leadership Style (Apostolic Leader)

We're glad you've taken this step in understanding more about the way you lead. The LeaderStyle Assessment reveals your basic leadership style. It's your core trait, the primary way you relate to your world especially as you minister to others or leader them. This assessment is based primarily on Ephesians 4:11.

You are an apostolic leader, a **"builder"** who sees the way things might be and how to make them happen. You have an apostolic orientation and have been "wired" by God to function in apostolic gifting, thinking and action. The word apostle, means "one who is authorized and sent on behalf of another." As an apostolic leader you are also an equipper (Eph 4:12) ... "a sent one who sends." You are empowered to train and send others into their God-given purpose and destiny.

You are a strategic thinker and leader who envisions new expressions—structures, groups, businesses, communities, etc.; and are able to assemble the right people, provisions and procedures to bring vision into reality. You are able to read a blueprint or develop a plan and inspire, instruct and impart this plan to others to get the job done. You see the big picture as the most important thing, and you say to others "Just think big and don't sweat the details!"

You are not merely concerned with results, but with the way in which results are achieved by insisting on values and priorities that keep the methods in line with the message. You are always looking for the most effective ways of mobilizing and mentoring others for meaningful service, maximum impact, and personal and professional multiplication.

People with this design tend to be leaders, visionaries, strategists, entrepreneurs, organizers and implementers. Most people with this orientation are able to function effectively in a wide variety of activities and are often seen as a "Jack-of-all-trades."

You are willing to take risks and invest heavily in hopes of establishing a new enterprise or work among a new group or market. Although you pursue and expect excellence, your focus on the big picture may mean you miss important details that could become problems later.

You are most fulfilled and productive when you are launching new works such as a new business, project, ministry, community, church or group, rather than maintaining an existing work. In fact, maintaining such groups may cause you frustration at times because you feel like you are not being "challenged" when you are not launching something new.

Since this is your basic leadership style, you need to understand that not everyone functions this way. You must allow others to function in their strengths, even if different from yours. As Clint Eastwood said in one of his movies, "A man's got to know his limitations..." (and that applies to women as well). You will need to balance your tendency to lead this way with others around you who are gifted differently. Otherwise, your church or ministry will be one dimensional and fall short of all that God could do through it. You need to build a strong team that complements your gifts and ensure that you appreciate them and learn from them. You are made to pioneer and build. Go for it!

Prophetic Leadership Style (Prophetic Leader)

We're glad you've taken this step in understanding more about the way you lead. The LeaderStyle Assessment reveals your basic leadership style. It's your core trait, the primary way you relate to your world especially as you minister to others or leader them. This assessment is based primarily on Ephesians 4:11.

You are a prophetic leader, a **"revealer"** who hears God's voice, discerns God's will and proclaims God's purposes to others. You have a unique ability to see into the heart of people, situations and circumstances; and reveals what is right, what is wrong, and what is needed in a given matter. You have a prophetic orientation and are wired by God to function in prophetic gifting, thinking and action.

You are an intuitive person who cares deeply about core values and spiritual reality, and you are committed to manifesting this reality in word, deed and creative expression. You are very discerning and sensitive to the heart motives of those around you. You are perceptive and passionate and you elevate others by helping them see God's world and the natural world more clearly and definitively.

Your influence and impact on others help them to understand more fully what is right, and what is real, and how to live to make a real difference. This orientation also includes a focus on quality and integrity with respect to personal or organizational values.

You see the heart or quality issue as most important, and you say to others "Just focus on this - it's the most important thing!"

The prophetic orientation expresses itself in different ways in different people, but everyone with this design tends to be creative, spiritually sensitive, deeply discerning, and fluent in various gifts of the Holy Spirit. Most people with this orientation are able to function effectively in areas of prayer, worship and prophetic ministry and/or in positions dealing with quality, values and integrity.

As a revealer, you tend to see things only one way, black or white, and may miss the middle ground. Your insight and discernment into spiritual things, core values, and intangibles can lead you to speak things that you believe are vital and helpful, but might be received as judgmental by others. People with this orientation can benefit from learning how to speak the truth in love; with an emphasis on love.

You are most fulfilled when you are leading others into a deeper revelation and experience of God's presence and power. You prefer to address issues with an outcome based on quality and value, rather than focusing on programs or quantity.

Since this is your basic leadership style, you need to understand that not everyone functions this way. You must allow others to function in their strengths, even if different from yours. As Clint Eastwood said in one of his movies, "A man's got to know his limitations..." (and that applies to women as well). You will need to balance your tendency to lead this way with others around you who are gifted differently. Otherwise, your church or ministry will be one dimensional and fall short of all that God could do through it. You need to build a strong team that complements your gifts and ensure that you appreciate them and learn from them. You see and express the heart of the matter. Go for it!

Evangelistic Leadership Style (Evangelistic Leader)

We're glad you've taken this step in understanding more about the way you lead. The LeaderStyle Assessment reveals your basic leadership style. It's your core trait, the primary way you relate to your world especially as you minister to others or lead them. This assessment is based primarily on Ephesians 4:11.

You are an evangelistic leader, a "**recruiter**" who is deeply concerned for those outside; those who have not had the benefit of the kingdom, cause or group to which you belong. You have an evangelistic orientation and are wired by God to function in evangelistic gifting, thinking and action.

You are a passionate person who loves to reach the unreached with the message of Jesus. You feel compassion for the lost and broken and feel the urgency of God to share the Good News with the world. You challenge people to step out of the mundane and profane, and to make positive changes in their beliefs and behaviors. You are an influencer, who is troubled by the negative choices of those around you, and you are not content to leave people as you find them. You are not afraid to confront people and challenge them, and even pester them to think differently in order to embrace a higher purpose in life. You are a possibility thinker who loves the message of good news, but will sometimes resort to sharing bad news to provide a compelling contrast.

You see the goal of recruiting others to your point of view as most important, and feeling that you know best and have their best interest at heart, you say, "Just accept this!"

1. Introduction

The evangelistic orientation expresses itself in different ways in different people, but everyone with this design tends to be a persuasive promoter and a confident advocate of God's heart for all people. Most people with this orientation are able to boldly express the love of Jesus to the unreached, and help other believers do the same. In the non-church world this orientation is expressed by a focus on reaching new markets or customers or promoting new ideas or causes, and people with this orientation are able to reach outside to draw others in.

You tend to focus on quantity more than quality, and your desire to reach many may result in a large initial response but a less dependable long-term change.

You are most fulfilled when you are declaring and demonstrating the love of God to those outside the Church, or when you are recruiting others to a cause, belief or product. Your focus is directed outwardly rather than inwardly.

Since this is your basic leadership style, you need to understand that not everyone functions this way. You must allow others to function in their strengths, even if different from yours. As Clint Eastwood said in one of his movies, "A man's got to know his limitations..." (and that applies to women as well). You will need to balance your tendency to lead this way with others around you who are gifted differently. Otherwise, your church or ministry will be one dimensional and fall short of all that God could do through it. You need to build a strong team that complements your gifts and ensure that you appreciate them and learn from them. You are made to reach out. Go for it!

Pastoral Leadership Style (Pastoral Leader)

We're glad you've taken this step in understanding more about the way you lead. The LeaderStyle Assessment reveals your basic leadership style. It's your core trait, the primary way you relate to your world especially as you minister to others or lead them. This assessment is based primarily on Ephesians 4:11.

You are a pastoral leader, a "**connector**," a true "people person" who is stimulated and energized by time spent in conversation and community. You are continuously at work to connect people, counsel the broken, and cultivate community wherever you are. You have a "pastoral" orientation and are wired by God to function in pastoral gifting, thinking and action.

You are a highly relational person and tend to put people above tasks and results. You like to foster both small gatherings and large events in which people learn to express themselves and serve one another in meaningful ways. You are considerate, conscientious, and when dealing with conflict, are sometimes inclined to compromise for the sake of peace. Your intrinsic value for others communicates compassion, loyalty and esteem that enrich their lives.

You see community, unity and healing as most important and you say to others "Just love each other!"

People with the pastoral orientation tend to be caring leaders, supportive counselors and ones who cultivate cohesive communities. Most people with this design are able to function effectively in a wide variety of activities that connect people to one another in unity and purpose.

Your focus on unity and support may mean you avoid confrontation or making hard decisions when necessary. You might be more effective by using a little more "tough love" and realizing that growth is often painful and a bit chaotic.

You are most fulfilled when you see the people under your influence receiving healing, growing in their faith, ministering to each other, and relating in healthy ways. You focus inwardly rather than outwardly.

Since this is your basic leadership style, you need to understand that not everyone functions this way. You must allow others to function in their strengths, even if different from yours. As Clint Eastwood said in one of his movies, "A man's got to know his limitations..." (and that applies to women as well). You will need to balance your tendency to lead this way with others around you who are gifted differently.

Otherwise, your church or ministry will be one dimensional and fall short of all that God could do through it. You need to build a strong team that complements your gifts and ensure that you appreciate them and learn from them. You are made to build relationship. Go for it!

Teaching Leadership Style (Teaching Leader)

We're glad you've taken this step in understanding more about the way you lead. The LeaderStyle Assessment reveals your basic leadership style. It's your core trait, the primary way you relate to your world especially as you minister to others or leader them. This assessment is based primarily on Ephesians 4:11.

You are a teaching leader, a **"trainer,"** who loves to present truth to others in order to transform their beliefs and behaviors. You live to help others understand God's Word and apply God's principles in order to overcome obstacles and become the people that God has called them to be. You have a "teaching" orientation and are wired by God to function in teaching gifting, thinking and action.

You are a knowledgeable person who understands various facts about many things. You care deeply about the timeless teachings of Scripture and the power of these principles to help people thrive. You have a deep conviction that the truth will set people free. In the non-church world, you might be involved in education, training or information distribution.

You spend time studying and researching to broaden your knowledge base so you can provide answers as needed. You see truth as most important and you say to others "Just learn this!"

The teacher orientation expresses itself in different ways in different people but everyone with this design tends to be a skilled instructor, a passionate educator, and a helpful mentor. Most people with this orientation are great teachers, students, able researchers, and good communicators.

Because of your focus on knowledge, truth and content, you may overlook people's feelings or make the task more important than the person. You might benefit from increasing your awareness that the people you want to help are living human beings with emotions and feelings, not "projects."

You are most fulfilled and content when you are learning new things and communicating them to hungry hearts and open minds. You focus on imparting truth and knowledge rather than fashion or feelings.

Since this is your basic leadership style, you need to understand that not everyone functions this way. You must allow others to function in their strengths, even if different from yours. As Clint Eastwood said in one of his movies, "A man's got to know his limitations..." (and that applies to women as well). You will need to balance your tendency to lead this way with others around you who are gifted differently. Otherwise, your church or ministry will be one dimensional and fall short of all that God could do through it. You need to build a strong team that complements your gifts and ensure that you appreciate them and learn from them. You are made to help people learn. Go for it!

LeaderStyle Assessment Online Version

We recommend you take the online version of this assessment; it gives you more detailed results AND you can invite others to take the assessment about you. It's easy to send them an invite, and they can take it without having a pastorscoach.com account. You'll get the results, and can share it as you wish. Go to <https://pastorscoach.com/assessments/leadership-style-assessment-description/>

Also, in the results section there are links to six 10-minute videos (one overview video and five with teaching on each LeaderStyle). There are also links to appropriate videos in the Church Health Assessment and Regional Impact Assessment solution videos

Pastoral - Apostolic Assessment

Let's consider how you lead, whether you are more pastoral or more apostolic. This is for the senior pastor, so if that's not you, answer about the senior pastor.

1. Do you preach every Sunday (unless you're sick or other disaster)? ____
2. Do you lead the men's or women's group? ____
3. Do you do teach most training classes? ____
4. Do you lead most Bible studies?
5. Do you lead most small groups? ____
6. Do you do most of the visitation? ____
7. Do you lead the outreach ministry? ____
8. Do you oversee/lead the leaders of most of the ministry teams or departments (Sunday School or Children's Church, Administration, Youth, Sunday service, Setup and tear down, etc.) ____
9. Do you do most of the follow up of new people? ____
10. Do you carry most of the burden of ministry? ____

If you said yes to more than five of these, you're probably functioning mostly with a pastoral focus (caring and keeping) and not apostolically (training and sending).

Review

Questions

1. What is the vision for the local church?
2. What is the one of root causes of the problem?
3. What is another root cause of the problem?
4. What is the focus on the pastoral gift?
5. What is the focus of the apostolic gift?

Answers

1. The vision is a church that is thriving, growing in quality and quantity, and making disciples who are thriving and reproducing.
2. One of root causes is not implementing the priesthood of every believer.
3. Other root causes: too much focus on the pastoral vs the apostolic; lecturing without application; delegation without development.
4. The focus on the pastoral gift is caring and keeping.
5. The focus of the apostolic gift is training and sending.

2. Vision, Mission and Plan

Ministry Is a Mission

Launching any ministry has several components. You start with **vision**, a future outcome. Then you determine how you will accomplish the vision – that’s the **mission**. Then you get more detailed and come up with a **plan** with specific tasks assigned to specific people, with specific deadlines.

Vision

“Where there is no vision, the people perish.” Prov 29:18

“Take the vision and write it down so that the one who reads it can run.” Hab 2:2

Vision Is the What and the Why

Vision is literally what you see. Biblically, it is revelation from the Lord.

Vision is the revelation - the WHAT and the WHY – what you’re doing and why you’re doing it. Providing vision is one of the most important things a leader does. **The WHY is more important than the WHAT.** Vision starts with God; He has a will, a plan, a purpose.

Vision: Vision is crucial to culture. Culture is like a river. You have to know where you want your river to end up. If you can’t steer your river toward an outcome, you will be flying blind to some extent.

Ask yourself these questions:

- Where are you geographically?
- What are you called to accomplish in the area?
- How are you going to accomplish what you’re called to accomplish?
- What will it look like in five years?

Vision is what you see in the future. Mission is what you do to accomplish what you see.

We need to seek God to get the vision, the blueprint. (He is the architect, you’re the general contractor, He’s the composer, you’re the conductor). Then we need to articulate it for those we lead.

Practical tip: Start with vision at every meeting, every gathering. Answer this: “What are we trying to accomplish. And Why are we doing this?”

Define the Vision: Quantity

The mandate of heaven is more and better disciples; now define that.

There are two dimensions: quantity and quality

Quantity - SEE the vision:

- How many members will you have in 5 years?
- What does a church of that size look like?
- How many new members will be from conversion growth?
- How many volunteers are needed to serve?
- How many leaders are needed to lead members? 1:10 ratio
- What essential ministries should be in place? Small groups, youth, etc.
- What facilities are needed? Assembly, parking, nursery, etc.

Define the Vision: Quality

What will your church “feel” like? It’s not just numbers.

Quality - SEE the vision:

- What will be your distinctives?
- What will your church be known for?
- What will be the “flavor” of your church?
- What will the demographics of your church be?
- How will you impact your community?
- What will your people be like?

Mission

Mission is the How

Mission is answering the question, “How will we achieve the vision?”

Mission Priorities are to reach people; make disciples; and develop the infrastructure (leaders, processes, facilities) and resources to support the growing membership. Remember the coffee and the cup. We want to enjoy the great coffee, but we need a good cup to hold it. We want the presence and power of God, we want the Spirit, the fire, and more. We want the harvest. But we need some structure to support it.

For planning purposes, reverse engineer your plan: work backwards from the end to define the plan. This will help you set a realistic timeframe for the completion of the vision.

Generally, you’ll reach about 1/3 of your goal in the first half of the time. Then you’ll get more momentum as you go, so you’ll reach about 2/3 in the last half of time. So don’t get discouraged in the first half.

SMART Goals

Set SMART Goals: Specific, Measurable, Achievable, Relevant, Timed. Don’t set goals such as “Let’s love our city.” You can’t measure that. But if you set a goal of, “Let’s visit 1,000 homes and pray with 2,000 people.” That’s measurable.

Set goals in each of the intended areas. Assign goals with responsibility and accountability to each of your leaders. (See the Strategic Plan in the next section.)

You’re responsible to help those leaders fulfill their calling – you focus on that.

Strategy

Maximize Limited Resources

Strategy is maximizing limited resources to achieve an outcome.

- You have limited Time, Energy, Money, Talent, People.
- You need to use those wisely to accomplish the goals.

Here are some strategies for the goal of developing people into maturity:

- Focus primarily on developing leaders.
- Begin with destiny discovery (Destiny Finder) for each individual.
- Look for FAT people (faithful, available, teachable).

- Create job descriptions.
- Hire people that are reproducers.
- Train the body to care for itself by every member ministry (Eph 4:12).
- X factors: Take into account any special considerations for your church that require unique strategies. Example: geographic location, facilities, target group.

Build as a Master Builder

9 For we are God's fellow workers; you are God's field, God's building.

10 According to the grace of God which was given to me, like a wise master builder I laid a foundation, and another is building on it. But each man must be careful how he builds on it. 11 For no man can lay a foundation other than the one which is laid, which is Jesus Christ. 1 Cor 3:9-11

Paul uses the language of a builder explicitly. That's one of the reasons we chose the word "Builder" as our functional term for the apostolic gifting in our Destiny Finder Ministry Gift assessment. And we'll use the same concept later when we use the General Contractor analogy to represent the function of the senior leader.

Strategic Plan

A plan is simply defining what you're going to do.

There are many different planning templates and approaches. We like to create a strategic plan based on vision, mission and culture, and containing detailed goals, objectives, and tasks.

Goals, Objectives and Tasks

- Goals are the general outcomes and few in number. They are destinations.
- Objectives are more specific; they are the actions needed to achieve the goals.
- Tasks are the specific actions and measurable steps the organization must take to achieve the objectives.
- Current thinking now applies "SMART" to objectives and makes goals more general.
- NOTE: We always need to be hearing from God; He can change the blueprint and veto our ideas and that's fine. But we still need a plan.

Use a strategic plan document. There are many templates available online. We are giving you a detailed Action Plan at the end of this book.

Here is the general planning process:

- Define the Vision: the blueprint from heaven.
- Define the Mission: the general goals to achieve the vision.
- Clarify your Culture: values, priorities, practices, programs, personnel.
- Create the Project Plan with objectives and specific tasks according to a timeline, assigning owner, estimate resources needed, etc.
- Use the Project Plan to monitor the status.

It's an iterative process:

1. Get the vision, bring a plan proposal to your team, get team input, and refine and modify the plan.
2. Do a rough draft, then refine, then go over it with your team, refine again.
3. Then start implementing and refine as you go.

Our Proposed Vision, Mission and Plan

The Quintessential Model: Apostolic Family Development

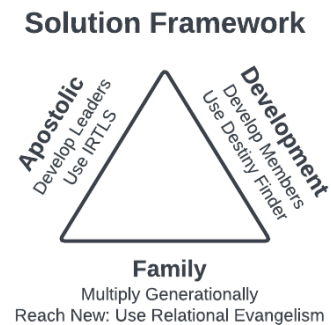
Vision is what you see, the outcome you want to achieve. Problems stand in the way. You need to find solutions, and from that develop the mission, which is how you're going to implement the solutions to accomplish the vision. **Our vision** is a thriving church that makes more and better disciples and impacts society at every level.

Our proposed solution framework to accomplish that vision is the Quintessential Model: Apostolic Family Development.

This is how to get there. But it's a huge paradigm shift to make. That means a different way of thinking, a new perspective.

Over the last five years we've done intensive Boot Camps with over 300 pastors to do exactly what we're presenting in this book. We realize that this is an **enormous shift** – it's a total break from the Sunday morning, pulpit-centered focus of most churches.

First, how can you accomplish those shifts to become a thriving church? We've boiled that down to three shifts, and we're going to expand on this, and remind you of this throughout the entire book. Note: In this approach, we put developing leaders first because this is an inside-out approach, starting with leaders.



1. Apostolic: Develop Leaders Using IRTLS

The root of the word “Apostolic” means “to send.” This doesn't mean getting new business cards that say “Apostle Bert Wilson.” It means **functioning** more apostolically, focused on training, mobilizing every member for ministry but especially developing leaders. It also means activating all the quintessential gifts, developing leaders using our leadership development model: (much more on this in Chapter 8).

- **Identify:** Look for FAT people (faithful, available and teachable).
- **Recruit:** Personally recruit people based on the ministry vision and their calling.
- **Train:** Use the apprenticeship model to personally mentor, develop and train people for ministry.
- **Launch:** Help the person get a team, develop a plan and launch the ministry or group.
- **Support:** Continue to personally monitor and nurture the new leader to multiply themselves.

2. Family: Multiply With Family Values & Relational Evangelism

Family is about generational spiritual multiplication: Spiritual fathers and mothers must raise up spiritual sons and daughters into maturity, so that they can raise up their own spiritual sons and daughters. Loving family values must underlie everything we do. We will cover this in Chapter 3.

This includes winning people to Christ who become spiritual babies. We must train members to use Relational Evangelism to interact with non-Christians, impact them with love and the Holy Spirit, and invite them into a relationship with Jesus. See Chapter 11.

3. Development: Develop People Using Destiny Finder

Discipleship is much more than a six-week class on the Bible, salvation, prayer, worship, fellowship, and witnessing. It's developing the whole person according to their God-given calling-- helping people grow in spiritual maturity; discover their gifts, passion and ministry calling; and helping them fulfill that calling as they serve. See Chapters 5-7.

The PLAN: The 5 Growth Steps

To shift to a thriving church, you need to start with the leadership, and shift your church culture by shifting your leadership team, small groups and ministries, from the inside out. Here's a high-level view of the five major steps to implement this in your church. If you follow the plan (and no major disasters take place), it will take at least two years, more like three, to make the shift. A complete detailed Action Plan is at the end of Chapter 12.

1. Make the Shift to Apostolic Family Development

Understand the approach and commit to being proactive and shifting your church to AFD.

2. Launch 1st Generation Group

The pastor leads the leadership team through the *Destiny Finder Small Group Program* (Pilot Group)

3. Launch 2nd Generation Groups

The Pilot Group leaders launch and lead public groups for 7-9 months, in which the leaders use IRTLS to develop new leaders, the group goes through Destiny Finder to develop members, and members do Relational Evangelism to reach new people. The leaders of departments do the same with their members.

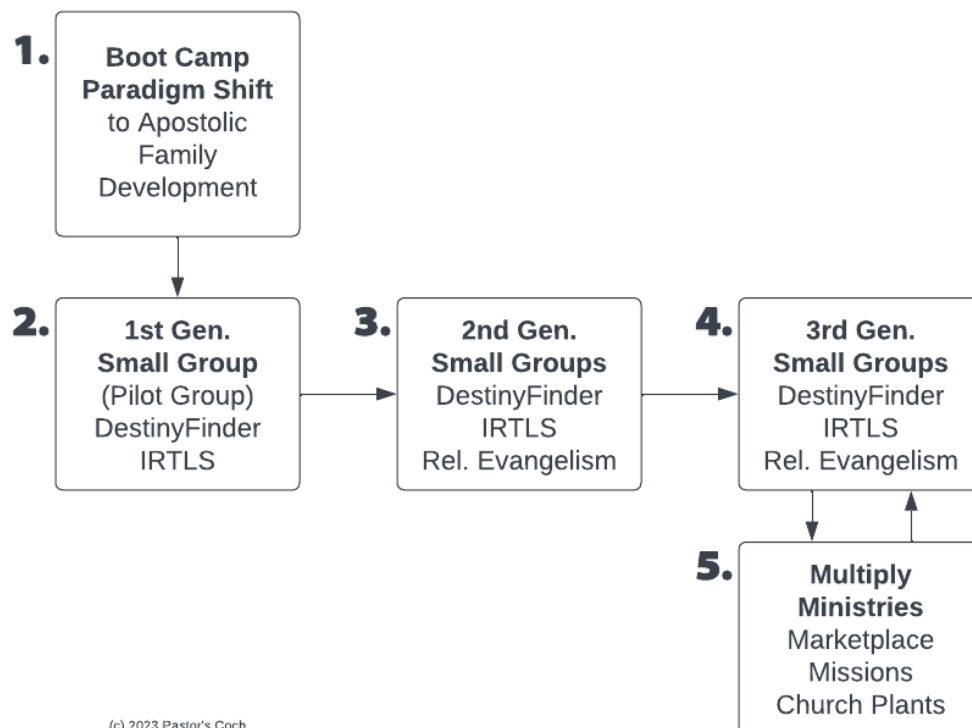
4. Launch 3rd Generation Groups

The addition of new leaders and new people enables the groups to multiply. They follow the same plan as the 2nd Generation groups.

5. Multiply Ministries

As new leaders and members are developed, multiply everything: launch new ministries, marketplace ministries, missions, church plants, etc.

The 5 Growth Steps



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Review

Questions

1. What are the three parts of the Quintessential model/solution?
2. What is IRTLS?
3. What is the value system that underlies everything we do?
4. What approach do we use to develop people?
5. What are the 5 Growth Steps?

Answers

1. The three parts of the Quintessential model/solution are apostolic, family, development.
2. IRTLS stands for Identify, Recruit, Train, Launch, Support.
3. The value system that underlies everything we do is family.
4. The approach to develop people is Destiny Finder.
5. The 5 Growth Steps are:
 1. Make the shift to apostolic family development
 2. Launch 1st generation group.
 3. Launch 2nd generation group.
 4. Launch 3rd generation group.
 5. Multiply ministries.

3. The Quintessential Ministry Gifts

Introduction

We see the five quintessential ministry gifts of Ephesians 4:11, in its full context (vs. 7-16) as the architecture of the Church. Each are necessary, but the apostolic must be primary, because the apostolic sees the big picture, and mobilizes people and resources to accomplish the goal. Let's now examine the gifts in detail.

Shift from Caring and Keeping to Training and Sending

Ultimately, we have a **mandate** from Jesus—the Great Commission—to **make disciples**.

All authority has been given to Christ because of what He accomplished through His death, burial, and resurrection. That authority was transferred to us so we could make disciples of every nation, tribe, and tongue around the world. We can go beyond discipling individuals to discipling whole people groups, because Jesus wants to be powerfully manifested on the earth. He prayed in Matthew 6, *“Your kingdom come. Your will be done on earth as it is in heaven.”*

That is our commission as sons and daughters of God. It requires seeing the role of the Church in a fresh way. When Jesus first used the Greek word *ecclesia*, or *church*, it was a secular word that meant “called out ones.” It referred specifically to the elders who were called out of the village to sit at the gates and preside on behalf of the community; they legislated righteousness and justice to serve the whole village. That means the Church has a greater role than simply being a “holding tank” for saved souls until they go to Heaven. Instead, it exists to be a place of **training and sending**, so we can go out in the name, power, and wisdom of Jesus to bring transformation to the world around us. This shift of understanding will lead people into a sense of renewed purpose, and a vibrant relationship with the living God. That is the apostolic model—to mobilize, train, and send for maximum impact in the world.

We have emphasized the apostolic, but please understand that the pastoral gift is essential to the well-being of God's people and should never be seen as secondary. At the same time, we want to reinforce the importance of the apostolic, and highlight where we feel God is leading His Church in this season, which means we need to differentiate between the two gifts and understand their unique aspects.

Focus on Function and Fruit

Right now, the Church at large generally recognizes only three gifts: the pastor, the evangelist, and the teacher. While those three are widely promoted throughout the Body of Christ, in general we have neglected the other two gifts—the apostle and prophet—because they can be seen as “dangerous.” We know what it's like when they are misused, and so we marginalize them for safety.

But all five of these gifts were given at the same time, for the same purpose: that we grow up into Him who is the head of all things. He mentions the five gifts in Ephesians 4:11-12. Three verses later he says,

“Speaking the truth in love, [we are to] grow up in all things into Him who is the head—Christ—from whom the whole body, joined and knit together by what every joint supplies, according to the effective working by which every part does its share, causes growth of the body for the edifying of itself in love.” Eph 4:15-16

When Jesus ascended, the gifts He gave to the Body of Christ were given to equip us in the different aspects of His ministry. We believe the focus of these gifts should not be about titles and positions; but *primarily* about function and fruit. Therefore, we are not emphasizing the “office” of each gift, but rather the ministry gift as distributed by the Holy Spirit to many. We believe that “regular” believers can have an

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apostolic gifting or orientation, which means they function apostolically (they see the big picture, they pioneer, they send, etc.) We believe these five gifts are functioning in the life of every believer to one extent or another. At the same time, we recognize that there are some who have matured in their ministry gifts to the point where they can be formally recognized and celebrated according to Ephesians 4:11.

As these gifts function in the Body of Christ, the whole body is edified according to the specific aspects of the ministry of Jesus, and the health we receive will produce the outcome of Ephesians 4:16; a church that is growing in both quality and quantity!

We live in an era in which the title of “pastor” has become the generic catch-all title for most ministers in the Body of Christ. In fact, many who are called pastor may not actually be an Ephesians 4:11 pastor. Their primary gifting may be more evangelistic, or prophetic, etc.

Prioritize Making Leaders

Many different theories exist to help churches grow, but the one that stands the test of biblical scrutiny and experience is **church growth through discipling and leadership development**.

In a landmark study done by the Fuller Institute of Church Growth in the 1970s, led by John Wimber (who led the Vineyard Church Movement in the 80s until the mid-90s), the result of surveying over 40,000 church leaders around the world showed that the #1 most important key to a biblically healthy church growth is **healthy leaders**. In this book you will learn how to be a healthy leader, and how to develop other leaders who are healthy, who are in turn able to lead and disciple others. This is the basis for real breakthrough in your church.

For example, San Francisco is an extremely difficult mission field. Over the years, many church plants have arrived in the Bay Area with money, good leaders, a great mail campaign and creative advertisements. In the beginning, several had good fruit, but their long-term impact was small and many died out.

Why? In most cases, they failed to develop the leadership core needed to sustain a long-term move of God.

In the Gospels, Jesus had a specific strategy for building leaders, and at Pastors Coach, we call this concentricity or concentric apprenticeship. First, He called twelve men to walk with Him and be trained to carry His ministry into the future. As He worked with those twelve, He focused His attention a bit more on three core leaders: Peter, James, and John. In addition to the twelve, He developed a wider team of seventy, and expanded from there. Jesus developed concentric levels of leaders around Him, like the rings of a bullseye. He had His core team and each subsequent ring of leadership built outward from the center.

In the classic book, *The Master Plan of Evangelism* (Fleming H. Revell Co: 1986), Robert E. Coleman said when Jesus set out to bring transformation to the earth, He had no other plan to extend the Kingdom than to make disciples and then send those disciples out to make other disciples. That was Plan A. There was no Plan B. His way was to transform 12 individuals, whom He sent out to transform others.

So, the first function of every job description in a church should be to recruit and raise up its replacement (for the purpose of replicating the group or team, and starting new groups or teams). Your first assignment as a leader is to raise up the **next** leader. In this way the church grows, and you grow, and the ministry expands. and the life of God fills your city and region.

What does this mean for us? The average church in America has under seventy members. The primary reason for this is that a single person can care for only about seventy others without assistance. In order to break this barrier, the pastor needs to learn how to lead through leaders, a transition that is much more challenging than one might think. It requires a complete change in ministry culture and practice.

Every leader has a serious choice to make: **You can pastor people or you can lead leaders**. Jesus chose to lead leaders, and those people went out and radically changed the world.

As much as possible, build leadership development into every branch of your church. As John Wimber said, “I never pay someone to do a job. I only pay those who can get others to do a job.” Help your leaders learn to identify, recruit, train, launch, and support new leaders as their first priority. In the process, your whole church becomes an incubator for leadership.

Unleash Every Member Ministry

The purpose of these quintessential ministry gifts is to equip our people to minister in their God-given calling. Sum it up as:

We seek to maximize the mobilization of every member for ministry.

At every point, in everything we do, let’s make sure we are activating the gifts, and applying them to make more and better disciples.

- Apostolic: Are we training and sending members to fulfill the mission Jesus gave the church?
- Prophetic: Are we equipping members in the presence and power of God?
- Evangelistic: Are we training our people to proclaim the gospel, share the love of God and win people for Christ?
- Pastoral: Are we guiding our churches to minister healing and build community?
- Teaching: Are we training disciplemakers to bring truth that transforms lives?

Overview of the Five Quintessential Gifts

A Picture of Jesus on Earth

“He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ, till we all come to the unity of the faith and of the knowledge of the Son of God, to a perfect man, to the measure of the stature of the fullness of Christ.”
Eph 4:11-13

In this book we are presenting a fresh approach to what many call the “fivefold” ministry gifts, but we prefer the term “quintessential.” These gifts have been discussed for decades, but have rarely been implemented in a biblical and practical way.

God made us to reflect His manifold wisdom (Ephesians 3:10). All of us are unique and different, exotic and noteworthy—we all reflect Him in some manner. And all of us can find ourselves in the list of ascension gifts described in Ephesians 4:11-13, because each gift is an aspect of who Jesus is:

Jesus is the Apostle and High Priest of our faith (Hebrews 3:1). He is the Great Prophet (Deuteronomy 18:15); and the One sent from Heaven with good news, which makes Him the Evangelist (Isaiah 61:1). He is the good Shepherd or Pastor (John 10:11) and He is the great Teacher (Matthew 22:36). When He gave us these gifts, He was essentially *sharing* Himself and giving different members of His body different pieces or aspects of His own ministry. As reflections of Jesus, these gifts are the “substance” of who He is in His interactions with others.

These gifts are the essence of the very nature of Jesus, and when they work together, they create a full picture of who He is.

We find unity and diversity in God. None of us are able to contain the fullness of Jesus alone, so He created *diversity* to dispense His gifting into various members across the Body of Christ. It is as if the Church is a prism, and as the white light of Jesus shines into us, it refracts into five primary “colors” and a myriad of blended combinations. He made each of us different, and yet we all look like Him.

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The Body of Christ has many members but is one body under one head: Jesus. It takes all five gifts to create a complete picture of Jesus in a local church or ministry. As leaders, it is important for us to think in terms of promoting these aspects of ministry because they are the primary framework for how a church is to function.

We use the term *quintessential leadership* to refer to the Ephesians 4 framework. We're using this unique word, *quintessential* in two distinct ways. The word is defined as, "representing a perfect or typical example of something." But the word also means "five essential qualities." We believe it aptly describes our goal: to help pastors build thriving churches that fully represent Jesus in all five dimensions of His ministry.

Let's look at each of these five quintessential ministry gifts of Christ more closely and see how they apply.

Apostolic

The literal meaning of *apostle* is "sent one," or someone who is commissioned as a fully authorized representative of the sender. When we look at this definition through the lens of Ephesians 4:12, an apostle becomes "a sent-one who sends." The apostle trains and sends new leaders and ministers, and oversees leadership development, mobilizing, building, pioneering, missions, etc.

Prophetic

Prophetic means to speak on behalf of another. It includes our ability to connect with God, hear clearly what God is saying, and express the words of God in all we say and do and. The prophetic involves worship, intercession, prayer, and the use of spiritual gifts. All of them are based and enveloped in the truth that God wants to indwell His people. The prophetic gifting is a catalyst for that indwelling to transpire. It facilitates God's presence and power in His people, who want to know Him and hear His voice.

Evangelistic

The gospel is good news, and evangelism is the proclamation of the gospel in word and deed. It involves the presentation of truth and apologetics; serving the poor; and anything else that clearly proclaims and demonstrates the good news of the Kingdom of God, including demonstrations of God's supernatural power to convict, heal and deliver those who come to Him.

Pastoral

At the heart of every pastor is a love for people and the cultivation of a caring community; a spiritual family that interacts relationally in counsel, love, and true support for each other. Like an experienced shepherd, the pastor guides and feeds the people, shelters them as they grow, provides for them, and protects them from harm. Pastoral ministry takes two primary forms in the local church: Elders and Deacons. Elders care for the people, and deacons care for the practical issues of the community.

Teaching

Teachers are entrusted with the Word of God at a special level. It isn't the truth we hear that makes us free; it is the truth that confronts falsehood inside us—truth that deals with the lies and evicts them from our hearts. This delivery of truth requires an anointed teacher who can bring God's truth to the human heart. The passion of a true teacher is not merely giving information but bringing transformation to the lives of others. Such deliveries occur one-on-one through personal discipleship, in small groups, and large group gatherings.

Summary

Those are the five elements of Jesus and His ministry on the earth in their basic form. We see them as the architecture of the church. This is what His ministry looks like. As a pastor, it is possible to structure your church in such a way that every group or team in your church can incorporate each of these elements, providing the full spectrum of Jesus' ministry to every person they touch. This means that each leadership

team, small group and ministry group can cultivate an apostolic emphasis, a prophetic emphasis, an outreach emphasis, a community-building and healing emphasis, and a teaching and discipleship emphasis.

Church Health Assessment

We have created a unique tool for evaluating church health: the *Pastor's Coach Church Health Assessment (C.H.A.)* In it we cover these five aspects of Christ, and another five aspects. Includes 50 questions and 60 solution videos, with comprehensive results and bar charts. See <https://pastorcoach.com/assessments/>.

The Apostolic Ministry Gift

We Value God's Blueprint for Building the Church and Transforming the World.

"Now, therefore, you are no longer strangers and foreigners, but fellow citizens with the saints and members of the household of God, having been built on the foundation of the apostles and prophets, Jesus Christ Himself being the chief cornerstone." Eph 2:19-20

Apostolic Purpose

In 1977, I had joined a church planting team that was sent to the city of San Francisco by an apostolic leader named Jim Durkin. Jim was a former Assemblies of God pastor, who launched a ministry in northern California to born-again hippies who wanted to change the world but didn't know how or where to start.

Jim Durkin was invited to pastor these radical new believers and to partner with them to build a ministry called, Gospel Outreach. This ministry's training center was called The Lighthouse Ranch, in Eureka, CA.

This was my introduction to the concepts that we are presenting in this book.

Jim Durkin, was one of the forerunners of understanding the apostolic ministry during the Jesus Movement era. Jim was instrumental helping me begin to understand the importance of these gifts as we seek to win this world for Jesus. Since that time, I have had the privilege of working with many other apostolic leaders who have helped to expand my understanding of this important gift.

The History of Apostolic Renewal

The initial understanding of the need for the modern-day apostolic gift emerged from the Latter Rain Movement in the late 1940's. Although there were significant errors and mistakes made in this movement, we are still able to sift out the biblical truths that emerged concerning the apostolic gift.

In reality, the emergence of modern apostolic ministry didn't begin to take on structure and form until the late 1960's. There were gatherings of apostles and prophets during this time, of which Jim Durkin was also a part. These church leaders would gather on the East Coast and in Alaska's Abbott Loop Church under the leadership of Dick Benjamin. Other apostolic pioneers included Dick Iverson of Portland Bible Temple and Bill Hammond of Christian International Ministries.

The Progression of Understanding

During my initial training season at the Lighthouse Ranch and the San Francisco church planting team, we didn't know much about the apostolic ministry. It was a new idea for us. To be honest, we hadn't thought through it very carefully. Many times, when it was presented to me, it was compared to a corporation structure, with CEO's and COO's. At other times, it was compared to a military structure with generals, majors, etc.

Although we did our best in those days to partner with God to develop apostolic ministry, the over emphasis on hierarchy sometimes led to unhealthy levels of control and in some cases even spiritual abuse. Actually, true apostolic ministry looks more like a loving family than a factory, a corporation, or a military branch of government. It is more about spiritual fathers and mothers raising up newly born-again believers to mature adults in Christ. It is the hearts of the fathers turning to the children and the hearts of the children turning to their fathers (Mal. 4:6). It is about raising up sons and daughters, who become spiritual fathers and mothers, who raise up the next generation of sons and daughters, and on and on. It's reproducing a spiritual family who will cover the whole earth with God's glory.

Jesus' Plan to Change the World

It is interesting that Jesus' plan to change the world began the same way creation did. Adam and Eve were given a mandate to "be fruitful and multiply. Fill the earth, subdue it and have dominion." In response,

they gave birth to children, who gave birth to children, and humanity went on to fill the earth and steward the planet on God's behalf.

In our generation, we have a mandate of discipleship, which is similar to the mandate found in Genesis 1. Instead of a natural, biological family, we have spiritual family and spiritual transformation as people are born again by the Spirit of God. These people are then trained up in "households" of local church expression and empowered to bear fruit. They are sent out to have sons and daughters of their own in the various spheres of society to which God has called them. That is the essence of the apostolic calling.

In its purest definition, the purpose of the apostolic gifting is "a sent one who sends." It is a spiritual parent who raises up sons and daughters according to God's design and sends them out to fulfill their destinies.

Despite our hesitation to use the word "apostle", this word is actually used much more frequently in Scripture than the word "pastor." In the New Testament, it is used to describe many individuals (more than twenty-five) who are listed as apostles, and one of them is a woman. The word Pastor is only used once as a noun when it was not speaking specifically of Jesus. Somehow, we have made the mistake of "mystifying" the gift and, in some ways, setting it beyond our reach. In so doing, we have created an imbalance in the intent of Scripture. It's time for us to rethink our approach to the apostolic gift. Let's stop throwing the baby out with the bathwater. Let's learn from the mistakes that have been made by the earlier efforts and let's embrace a biblical approach to the reactivation of this gift in the Body of Christ.

What is God's heart concerning the apostolic gift? Let's take a look.

The Apostolic Gift

Most of us think of apostles as people who plant churches, heal the sick and so forth, and yes, apostles are called to function in the full authority of Jesus. However, the emphasis in Ephesians 4 is not so much on the *function* of an apostle but on the apostle's role as an *equipper*. *In other words, the apostle is meant to impart their gift to the larger group. In fact, the most important verses in the entire passage (Eph.4:7-16) is not verse 11 but rather verse 12: equipping the saints for the work of the ministry...*

We could think of the apostle as a spiritual architect who sees a heavenly blueprint and is able to marshal the forces, resources, and human talents necessary to build what he or she sees. As Paul describes in 1 Corinthians 3:10, apostles are master builders who receive the "blueprint of heaven" and raise up others to contribute to the building according to their unique gifts and callings in Christ. Apostles lay foundations and establish the "footprint" of what the Body of Christ is supposed to look like. People with apostolic callings are also consistently aware of the urgency of the gospel, and they are eager to mobilize God's people to complete His mission on earth.

As we look at the apostolic gift, we need to remember that it expresses itself uniquely in different people. We could think of this as having various apostolic "flavors." Peter was different from Paul. Paul was different from Barnabas. The apostolic calling is not a one-size-fits-all calling. Instead, there are *prophetic* apostles, *pastoral* apostles, *teaching* apostles and so forth—these are people who have true apostolic callings, but express them with a different style and flavor than an apostolic leader in a different stream.

Apostles and Prophets

The role of apostle is often mentioned alongside the role of prophet. In Ephesians 2:20, the apostle declares that these gifts are foundational to the Church. Some would argue that this statement is not for today. That it only applies to the 12 apostles of the Lamb and the prophets of the Old Testament. In a sense, these two gifts are mutually interdependent. Like a husband-and-wife team raising a family, the different elements of Christ that are represented in these two gifts work together along with the other three gifts of Ephesians 4:11. They create a solid foundation on which the Church can thrive. Although we have examples in Scripture of the gifts working apart from one another, we also have the testimony of Acts 15, where Paul and Barnabas (apostles) proclaimed the council's decision, and Judas and Silas (prophets) confirmed it.

3. The Quintessential Ministry Gifts

In summary, these gifts need one another. The apostle without a prophet is in danger of building a “factory” (church structures without the Spirit), while the prophet without an apostle will eventually build a “fantasy” (subjective impressions without healthy structure). The two together can lay the foundation for a true spiritual “Family.”

What If You’re Not Apostolic?

Not every senior leader is called to serve as an apostle or will function with apostolic leadership as his or her primary gift. But that doesn’t need to hinder the leader from being apostolic.

Here’s how it works. The five aspects of Christ (the quintessential or fivefold leadership gifts) were given to equip the saints for the work of the ministry. Sometimes we make the mistake of putting the individuals who function in these gifts up on a pedestal, and we forget that Ephesians 4 is all about empowering *others* into fruitful ministry. Because these ministry gifts are about equipping the body, all of us are able to draw from these leaders the resources we need to fulfill our roles more effectively. In other words, even if we are not called to be apostles, we can still draw from apostolic leaders a measure of “apostolic grace” that empowers us to be more apostolic than we would be otherwise. Verse 12 actually works!

Let’s say Steve is wired as a pastor. He is a connector and a shepherd who is not heavily gifted in the apostolic. However, he wants to grow in this area, so he spends a lot of time reading apostolic biographies, meeting with apostolic leaders, and attending conferences where apostolic leaders are speaking. Every time he is around someone who is thinking and acting in an apostolic fashion, it impacts him and enhances his ability to function more apostolically.

Steve doesn’t have to be called as an apostle to be apostolic. He can still be equipped by apostolic leaders. We need to be exposed to every aspect of Christ, so we can be enhanced in all His aspects.

As another example, you have the ability to appropriate and apply what you are reading right now. Much of what we are teaching you through Pastor’s Coach is apostolic in nature. You may not be inherently wired to think or act in an apostolic way, but your exposure to this material and your willingness to learn can help you be more apostolic than you would be naturally.

The Current Apostolic Reformation

The apostolic gift has functioned in every generation since the time of Jesus. Most apostles were called pastors, reverends or something similar, but we can see their apostolic gifting in how they built strong, reproducing churches. An example is Bill Bright, who founded Campus Crusade, a ministry to college students. He operated as an apostolic leader, although he is known as ministry leader and author. His ministry spawned thousands of student groups around the world, raising up leaders and making disciples.

Loren Cunningham, Founder of *Youth With A Mission* (YWAM) would be another example of an apostle. The YWAM movement has resulted in hundreds of thousands of people going on short and long-term missions, and the establishment of churches and ministries around the world. Another example is found when we compare the three primary leaders of the First Great Awakening. Jonathan Edwards and George Whitfield were both gifted leaders, evangelists and teachers; but only John Wesley built an apostolic movement that developed and sent out leaders, and it is still impacting the world 300 years later.

Some apostles were missionaries who went out and laid a foundation where no other foundation existed, and some expressed themselves in other unique ways. An example of an apostolic missionary would be Hudson Taylor who founded the China Inland Mission in 1865. We can see the apostolic gift in every generation; we just sometimes called it different names.

If you have any doubts about the ongoing existence of apostles in our generation, a simple study of Ephesians 4:7-16 will shed some light. All five gifts were given at the same time (the ascension of Jesus), for the same purpose (the equipping of the saints for ministry) and until the same time (until all of us together become a unified, perfect body that fully represents Jesus). Do you think we’ve reached that

goal? Clearly, we still have a long way to go. These gifts were given as a package, so if apostles and prophets have passed away, it must be that teachers and pastors have passed away as well.

As mentioned previously, the word *pastor* is used only once in Scripture as a noun to describe anyone other than Jesus. That one time occurs in the Ephesians 4 passage we've been discussing. Yet the word *apostle* is used more than a hundred times in the New Testament and refers to more than two-dozen different individuals. *If the role of pastor still exists, the role of apostle must still exist as well.*

Sadly, over the centuries, the Church has diminished the apostolic gift. This occurred partly out of a misguided respect for the original apostles and partly because we didn't know how to handle the implied authority apostles carry. It is time to brush away the cobwebs and refocus, because apostolic leadership is the next major transition coming to the Body of Christ. Some call what God is doing right now the *new apostolic reformation*, a phrase originally coined by Peter Wagner in his book *Church Quake! The Explosive Power of the New Apostolic Reformation* (Regal: 1999). Although some people criticize the way his insights have been applied, we believe the basic concepts are worthy of careful consideration.

It's important at this time to clarify our position concerning what many critics have labeled, the New Apostolic Reformation (NAR). First, as someone who worked closely with C. Peter Wager for a couple of years in the early 2000's, I saw how his research and exploration of apostolic efforts was sincere and helpful. We do not agree with every group that he endorsed. Nor do we support every outcome that he or some who were inspired by his teaching, produced. We oppose dominionism and reject the notion that the Fivefold Ministry is primarily about Church government or extra-local oversight. The mis-application of that and similar ideas have been used by leaders to harm many throughout the years. At the same time, we cannot continue to ignore the quintessential nature of the ascension gifts of Christ. We beseech all believers to work together to find the appropriate expression of these essential gifts.

In summary, the Body of Christ is in a massive shift that, frankly, is going to change the world. We are moving away from being a pastoral-led Church to an apostolic-led Church. Pastors are geared to protect the flock, while apostles are geared to equip and empower the flock to extend the Kingdom. Pastors without apostles can find themselves creating consumer-driven spectators who depend on others to feed and care for them. Apostles without pastors can tend to produce overly structured or controlling organizations. Apostles and pastors working together, on the other hand, will create loving empowered disciples who are increasingly equipped to bring the Kingdom of Heaven into all areas and aspects of life.

But remember, even though the Body of Christ is in a massive transition from pastoral to apostolic, we have no desire to minimize the importance of the pastoral role. That is not our heart at all. The pastoral gift is absolutely essential for every healthy church to have a thriving community and relationship between its members. According to 1 Corinthians 12:28, primary leadership should be apostolic, but we need both gifts—the apostle and the pastor—to build a flourishing church.

Apostolic Vision

"Where there is no revelation [that is, vision], the people cast off restraint." Prov 29:18

In 1977, I moved with a team from the Lighthouse Ranch to plant a church in San Francisco. After seven years as a co-leader in that church, my wife Diane and I met John Wimber, the founder of the Vineyard Movement, and everything changed. We received a lot of new teaching and training at the Vineyard, and received the Word of the Lord personally, as well as prophetic confirmation from others in our life. We planted our first church in San Francisco, California, a Vineyard church, in 1984.

Although Wimber was cautious about using "apostolic" language, he recognized the different functions in the Body of Christ. It was during this season that I went through a transition of understanding and applying the fivefold ministry. I took what I learned under Jim Durkin and applied them in a broader sense under Wimber's leadership. I like to say that Wimber was an expert in both the ART and the SCIENCE of church.

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He was a brilliant strategist who was deeply committed to equipping the saints for the work of the ministry. He didn't see himself as an apostle, except in the broadest sense of the word. He personally didn't recommend that we build our church around a fivefold concept. Although this was his position, he made a great contribution in giving me other language the kingdom of God and the priesthood of every believer.

A Vision that Gave me a Vision

In the springtime of 1985, I was on a twenty-one day fast. At this time, we were in the beginning stages of establishing our church with two or three home groups. At the end of this fast I visited Mount Davidson in San Francisco. Mount Davidson has a beautiful, high view of San Francisco and has a huge cross overlooking the city. It is a great place to spend time praying in the Presence of God.

While in prayer, the Lord gave me a revelation of the need for greater equipping and discipleship in the church. The problem with current models of discipleship is that they were focused on a set of cookie-cutter principles that failed to account for the unique individuality of the believer. I received a blueprint for a way of making disciples that was customized and tailored to the individual rather than to the need of the church organization. I realized that when discipleship is geared towards the needs of the organization, people tend to move towards corporate uniformity while sacrificing diversity.

As leaders, we want everyone to share the same vision and to be moving in the same direction. We want discipleship to be scalable so that we can grow from discipling one to two people to discipling one-hundred to two-hundred people at the same time. But it has to be tailored to the individual. We have to recognize and work in tandem with the specific dynamics of each person.

This is when Destiny Finder (now our website DestinyFinder.com) was started. I saw Destiny Finder as the secret to building a church that would mobilize and send each person according to their unique design, gifting, and calling; and do so in a way that would get us all moving in one direction together to fulfill God's purposes.

It was on Mount Davidson where I caught a vision for the apostolic ministry in a new way: mobilizing every member for ministry according to each person's God-given design and destiny. This moment has defined my life from that time on. What is your vision for the apostolic ministry? Have you received a vision of your specific contribution to the purposes of God? Receiving a heavenly vision concerning the apostolic is a scriptural principle that every leader should pursue.

The Heavenly Vision

At the moment of his salvation, the apostle Paul received what he called a "heavenly vision" (Acts 26:19). One encounter with God, and the course of his life changed forever. His ministry shifted the world—and it all began when Jesus encountered him on the road to Damascus.

Years later, Paul described himself as a *master builder*, which essentially is a general contractor who has primary responsibility for implementing the blueprint of Heaven.

Let's look at a few elements that are important to consider when seeking God's blueprint for your church:

Discover God's Vision for Your Church and Make it Known to Them

What births apostolic vision within a church leader? Consider the following components:

- Fasting and prayer
- Seeking the Lord
- Listening to His voice
- Paying attention to prophetic dreams, visions, and other encounters
- Following the guidance of wise overseers and mentors.

The leader is responsible to communicate vision to the congregation, letting them know, “This is where we are going as a church. This is what you can expect, what you can be excited about and be a part of.”

One true apostolic test is if you can take a beautiful, inspiring vision and create strategies and structures (home groups, ministry teams, children ministry, etc.) to make it reality. What steps does your church need to take to see the blueprint become a real “building,” with life and form off the page? Know how to set goals, priorities and objectives and be able to mobilize your team to fulfill these things. In addition to being a great visionary, an apostolic leader also needs to be a great implementer—or at least know how to recruit and partner with great implementers.

Be Aligned with a Movement and Apostolic Oversight

At Pastor’s Coach, we recommend that every church have some form of outside apostolic oversight from a specific denomination or movement. If this isn’t an option for whatever reason, the church can enlist a few proven apostolic overseers to guide them and help them troubleshoot any problems that arise.

Here are two reasons alignment is incredibly important for any church:

- As a leader, your personal alignment with an apostolic overseer will empower those you lead to be more aligned with you.
- Alignment inspires “tribal vision,” which gives your church a larger picture of where you are going. Being joined to a larger family or “tribe” of churches gives your local vision greater context.

Understand the Church’s Overall Vision

The ultimate vision of the Body of Christ is to reach the unreached with the gospel, transforming lives, and impact the spheres and regions of the world in the name of Jesus. The ultimate apostolic vision—the vision that encompasses all other visions—is releasing the Kingdom of Heaven in such a way that every other kingdom is brought low.

Therefore, the apostolic urgency is to mobilize as many believers as possible and help them understand their unique gifts, callings, and authority in Christ. As they are empowered, they are released to impact the spheres God called them to influence, so the Kingdom of Heaven can continue to advance on individual and societal levels.

Apostolic Culture

“Heaven is My throne, and earth is My footstool. Where is the house that you will build Me? And where is the place of My rest?” Isa 66:1

Culture is like a river, made up of the water and the river banks. If there are no riverbanks, the river overflows and becomes a marsh. Where the banks are strong and stable, they channel the river’s flow, taking it where it needs to go. Culture channels the flow of Kingdom community to its maximum impact in the world around us.

The building of an apostolic culture in our church in San Francisco began in small groups. Small groups facilitate the discipleship of every member uniquely. Therefore, small groups are the place where the apostolic element can be built in a very personal and practical way. If we wanted to fulfill the ministry of Jesus, we needed to build the apostolic element, which is about the mobilization of every member.

What is the essence of the apostolic? It is the understanding that every single person is a priest and king unto God. Every believer is ultimately a “sent-one” and an apostolic ambassador of Christ.

Some will be sent in a formal way and will be acknowledged by the greater Body of Christ as mature ministers who are now able to pioneer God’s purposes outside of the local church. Others will be sent informally into their families, neighborhoods and workplaces to be apostolic to some extent in as far as the word in its literal meaning is to be trained and “sent” to fulfill their personal destiny by impacting the

world around them. The importance of this can't be overstated; apostolic culture needs to be built into the very fabric of your church by a series of steps that start from the inside and work outward.

Culture is Internal

John Wimber, founder of the Vineyard movement and a leader in the realm of church growth, was convinced that the healthiest churches were grown from the inside out. You can do this by determining what you as a church really care about. What are your values—the things that drive you? Not the things you want to care about, but the things you have proven you care about again and again?

Culture is the shared values, priorities and practices, along with the traditions, symbols and expressions, that unite a community and connect that community to its past, present, and future. Your culture reveals who you are as a church. As you clarify your values, you establish your priorities—things that are more or less important for the allocation of your time, energy, and resources. Then out of your priorities, your everyday practices emerge. All of these (vision, values, priorities, practices) work to establish the apostolic *culture* of your church.

Culture is to community what habit and discipline are to an individual. Culture takes time to build, but once it is built, it has an amazing power to steer large groups. If we fail to build a strong culture that is intentional, we will pay the price of an accidental, potentially conflicting culture that will have to be continuously monitored. But if we build a healthy, strong, cohesive culture at the beginning of the process, we will birth a movement that doesn't necessarily need to be micro-managed.

As a leader, how do you build apostolic culture in your church?

Simply put, apostolic culture focuses on developing people and organizations to be the best they can be in order to put together a true representation of God on earth.

Culture is such a powerful asset to your ministry that we will focus on it again and again throughout this book. Culture is best built from the inside out—first in the leader, then in the team, and finally on the public level. Let's look at each of these steps more closely.

As a Leader, Personify the Culture Yourself

Culture reflects the senior leader's lifestyle and the core community of the leadership team. Therefore, the first step in cultivating apostolic culture is for you, as a primary leader, to look at your own values and priorities and lifestyles. How are you carrying this culture into your personal family? Are you thinking about your people developmentally? Are you taking the time to work with them? Is the desire to develop people into the fullness of Christ integrated into your values, priorities, and practices as a leader?

Infuse that Culture into Your Primary Team

Give your core team a vision and infuse them with the values and priorities that will help them grow apostolic culture throughout the congregation.

With anything you want to cultivate within your church, begin in your leadership team. For example, if you want your church to embrace evangelism, you will need to take time to evangelize as a leadership team and celebrate evangelism in such a way that it affects the entire church. The same with pastoral care. If you want your church to embrace connection, community, small groups and so forth, celebrate and promote these things in your team of leaders.

Remember, the primary responsibility of every leader is to replicate himself or herself in someone else. An apostolic culture will always mobilize, train and send out, so be prepared for growth in your church groups! Also, be open to adjustments in your leadership team and help them reach the goals for which God designed them.

Bring the Culture to Your Congregation Through Teaching and Modeling

Begin to instill culture in your congregation through personal interaction, public preaching, testimonies, and ongoing celebration of cultural successes.

An apostolic culture thrives when its individual members discover who they are in Christ and are empowered and equipped to impact the world around them, both in the church and outside of it. They do this as they develop and cultivate their gifts and callings in Jesus.

Apostolic Lifestyle

“I will put My law in their minds, and write it on their hearts; and I will be their God, and they shall be My people.” Jer 31:33

As an apostolic lifestyle becomes more important to your church, a set of practices begins to emerge that reflects the things your church does naturally. You don’t do them because you are *told* to do them or because you have a program set up that helps you do them. Instead, you do them automatically because you love Jesus, His Word and His purposes. These things are deeply entrenched in your heart as a community. The values you embraced have become a way of life for you.

Intentional Lifestyle Development

Jesus, Peter and Paul spent a huge amount of time developing individuals. In San Francisco, we had regular ongoing group leadership training meetings and discipleship meetings. But meeting as a group is not enough. I also spent a about half of my ministry time mentoring individuals myself. The regular church programs did well because of all of the work we were doing under the surface developing and mentoring people individually.

Mentoring others was a culture that became a lifestyle. It was normal for us. Life-on-life discipleship, or investing in each person, was something that became a natural definition of church. Let’s look at some hands-on, practical ways you can build an apostolic lifestyle in your church.

Give Your People a Vision for Apostolic Community

An apostolic lifestyle begins when we realize why we are here. We know we are here for a purpose, and we want to please the Lord, not ourselves. The Church’s overall goal is the Great Commission, fulfilled in the spirit of the Great Commandment, and when we really understand the following verses, our desire for a true apostolic lifestyle will grow:

“Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age.”
Matt 28:19-20

That is the first step in building an apostolic lifestyle—making sure the Great Commission has preeminence in everything you do.

Understand Where Your Church is in the Growth Process

Your church’s lifestyle revolves around its values and priorities. How would you answer the following questions?

- What does your church value? How does the church prioritize those values?
- Does your church value serving God and people?
- Look at how your church members manage their money, time, and talents. Generally speaking, are people giving God their best and honoring Him with their lifestyle choices?
- Is your church’s movement and growth balanced and sustainable over the long haul?

3. The Quintessential Ministry Gifts

Your time, energy, money, resources, desires, commitments and other factors form an “ecosystem” of your life. When one factor changes, it can affect the balance of the entire ecosystem. If that balance begins to lean toward our own interests, we will find ourselves getting sucked down a path toward selfishness. But when we realize what’s happening, we can start adjusting our choices and priorities, so that relationship with Jesus again becomes our focal point.

To put it bluntly, most of the problems in our lives come about because we aren’t fully giving our hearts to Jesus. That might sound a little harsh, but it’s true. Matthew 6:33 says that if we seek first God’s righteousness and the Kingdom of Heaven, everything else is added to us. That is a point of faith we need to exercise, realizing, *Wait a minute. If I put anything above God, it’s going to mess up my life, but if I put God and His purposes first, He will make sure I live a balanced, full, fruitful, fun life. Why? Because He wants the best for me.*

Celebrate Apostolic Leadership Wherever You Find it

Preach on the subject of building an apostolic lifestyle. Celebrate actual apostolic leaders, as well as the members of your church who are serving in apostolic ways by starting ministries, small businesses, organizations, non-profits, etc. As leaders, we have an amazing opportunity to mirror the heart of Jesus as we encourage those around us to go forth and build.

Apostolic Structures

Therefore, holy brethren, partakers of the heavenly calling, consider the Apostle and High Priest of our confession, Christ Jesus. Heb 3:1

On the basis of John Wimber’s mentoring in my life, we began our church by building five small groups in our church before we began a Sunday morning service. He taught me that the real issue is not the meeting itself but what happens underneath the meeting—the building of leadership infrastructure.

If you think of a ministry as an iceberg, two-thirds of that iceberg is under the water. That two-thirds is infrastructure. It’s the part that nobody sees but it’s what causes everything else to work well! Another example of infrastructure is the human skeleton. The body can only grow as big and strong as the bones that support it. Imagine all your bones taken out of your body. It’s scary! Yet many churches lack the necessary leadership to turn a crowd into a true church.

When pioneering a new ministry, it is essential to have the infrastructure or the correct leadership team in place. When that is done, it becomes the solid foundation for everything that is seen on the outside. Part of the structure for apostolic ministry is having the ability to see new ministries and expressions birthed in your church. It’s seeing people fulfilling their unique call in a practical, and sometimes pioneering way.

When building an apostolic expression in your ministry, it’s important to give space for new ministries to be birthed in your organization. This is the essence of “sending” others into their callings in the Lord.

Fresh Ministries

One of the challenges of many churches is that they start ministries that eventually become monuments. Ministries are like vehicles. They work well for a time and but eventually, you trade them in for a newer model. You don’t expect a car to last forever, and it costs a lot of money if you try to make it last forever!

Always be open to new ministries in your church, because they serve a similar function as new churches—church plants have proven to be the most effective tool for extending the Kingdom. Here’s why:

- They establish maximum momentum with a fresh start and vision, which draws people.
- They provide members with opportunities for service, input and exciting connections with new people who are looking for a church.

- More people are saved, more leaders are developed, more ministries are pioneered and more Kingdom impact is made in church plants than in any other expression of the Kingdom.

How to Start a New Ministry in Your Church

The key for apostolic success is the church leader's openness to start new ministries.

Here's a basic overview for starting a new ministry: To start a ministry, identify a leader who can take your apostolic vision and practices and turn them into a structure such as a home group, ministry group, etc. Your vision is what you're called to do, and your practices are what you actually do on a daily basis. When your vision and practices combine beneath the strength of a leader, that leader can create something that transforms your church and brings Heaven to earth in your region.

Let's look a little more closely at how to help leaders build a new ministry:

Help the Leaders Articulate the Vision and Submit it for Counsel

Every ministry begins with a blueprint of what it is supposed to become. In other words, you begin with the end in mind. Pray and ask the Lord what He wants. Then ask yourself, "What is my goal? What is my purpose in building this ministry?" Clarify your vision with Scripture and be able to articulate the outcome you intend to achieve.

Help the Leader Share the Vision and Build a Team

A healthy team is absolutely essential for a successful ministry. This requires boldness on your part because you'll need to share your vision with those you believe God has called to walk with you and invite them into the building process. As you build your team, try to identify each person's gifts and callings and assign responsibilities appropriately. The Journey Guide profiling and development tool we offer at www.DestinyFinder.com can help you better understand and build your team.

Launch the Ministry and Make Adjustments as You Go

Set a date for your first event and do the necessary publicity, invitations, social networking, etc. After the event, take time to evaluate with your team. What worked? What didn't work? How can you improve? Which team members are committed for the long haul? Also, try to get feedback from those who came to the event. These evaluations are incredibly helpful as you move forward.

Apostolic Leadership Development

"Therefore, whoever hears these sayings of Mine, and does them, I will liken him to a wise man who built his house on the rock: and the rain descended, the floods came, and the winds blew and beat on that house; and it did not fall, for it was founded on the rock."
Matt 7:24-25

Traits of Apostolic Leaders

The local church is meant to be a leadership incubator (Matt 28:18-20). The power of apostolic ministry depends on your ability, as a primary leader, to identify emerging apostolic leaders and mentor them. As they pioneer new ministries, they raise up the next generation of apostolic leaders and complete the cycle: Spiritual children mature into spiritual adults, who eventually produce more spiritual children.

In the initial stages of our church plant, I was the primary mentor along with my wife, Diane. But when I started to develop small group and department leadership, I trained them to be mentors of the people they were training. I modeled that to them, and then showed them how to do the same for others.

Do you know who in your church has an apostolic calling? You could use a gift assessment tool like the one we offer at www.DestinyFinder.com to help identify the gifts and callings of individuals in your church.

3. The Quintessential Ministry Gifts

Keep your eyes open for a number of apostolic traits:

- Apostolic people tend to see the big picture; they have a sense of the mission of Jesus.
- They appreciate each of the gifts of the Spirit and see how they can function together for maximum impact.
- They tend to be strategic thinkers and understand the immense value of operating in God's presence and power.
- They know how to build; they can take a vision and make it reality.
- They easily gather people and call out the best in them.

The more you identify those in your church who are apostolically oriented and begin to pour into them, the more fruitful your ministry will be as a church and the more impactful you will be overall.

Raising Up Leaders (IRTLS)

We have five steps to developing leaders. We adapted this list from John Wimber's teaching on development. We will repeat it many times because it's our basic leadership development model.

Identify

Begin by thinking about what your team needs. What are your strengths as a team and what are your weaknesses? Do you need a great administrator? Overseers? Worship leaders? Teachers? Identify your needs and ask God to bring good candidates. Look for FAT people: Faithful, Available and Teachable. Ask God and your team to point out the right person.

Recruit

Spend time with the people God is highlighting to you. See if they share your vision and values. Start inviting them to do things with you, and seek to hear from God for them in order to bless them. If they seem right, approach them personally and saying, "I've been praying, and now that I know you better, I really think you have the gift mix I need. Would you pray about walking with me in what I'm about to do?"

Train

Everyone you are leading needs to be trained in what you are doing. Spend time with your people; share your vision, values, and goals with them; and train them in the functions you are asking them to carry out. Have them shadow you and then begin to "apprentice" them in the ministry that you are building. Use the apprenticeship model: show them and gradually help them take over the responsibilities until they are fully able to do them without you.

Launch

Deployment is the process of turning loose those you trained to lead. Don't give them meaningless tasks that don't allow them to be leaders; instead, trust them to lead in your absence and do what you would do in that situation. They should have real responsibilities as well as your trust. Help this leader to clarify their mission and vision. Help them to assemble the right team. Help them to create a strategic plan and then commission them to begin the work.

Support

After you deploy the leaders under you, *monitor* their activity in a way that builds them up and helps them go even further. Make sure the quality of what they are doing matches your criteria, while you keep encouraging and blessing them. *Nurture* them by loving them, keep leading them. Encourage them to grow in Christ-like character, ministry skills and committed community

The Prophetic Ministry Gift

We Value God's Presence and Power and Welcome God to Move in Our Midst

"Whom have I in heaven but You? And there is none upon earth that I desire besides You."
Ps 73:25

"Then he said to Him, 'If Your Presence does not go with us, do not bring us up from here.'"
Exod 33:15

Prophetic Purpose

Without the presence and power of God, Christianity is just another religion. In Acts 2, Peter quotes one of the most significant prophecies ever given about the New Covenant Jesus inaugurated in His death, burial and resurrection: "I will pour out of My Spirit on all flesh; your sons and your daughters shall prophesy."

As followers of Jesus, we are born again and indwelt by the Spirit of the Living God, and therefore we are a prophetic people. We read in the New Testament about those who were uniquely gifted as prophets, and that gift was never taken away. Prophets have always lived among us.

In the last 2,000 years, the Church has never failed to experience some move of God's Spirit. Prophecy occurs repeatedly in the book of Acts, and we can find incredible stories that occurred after the end of Acts as well. Whether you are studying the early Church in the first and second centuries; St. Patrick and the Irish monasteries in the fourth century; the Benedictine and Franciscan periods of the Catholic Church; or the Protestant movements, revivals and the Great Awakenings—you will find signs, wonders, and other kinds of amazing spiritual expressions. Throughout history we can find *many* examples of the supernatural. Prophecies were given to foretell, correct, and bring God's perspective in given seasons.

The prophetic dimensions of the Holy Spirit came into better focus at the turn of the last century, beginning with the Welsh Revival in 1904. That revival was later echoed on Azusa Street in the United States, and in the last 100 years, the Pentecostal revival has grown to become the largest, most impactful expression of Kingdom reality ever to occur.

Right now, it is estimated that several hundred *million* charismatic and Pentecostal believers around the world understand the value of revelation and God's presence and power. Pentecostalism was the first "wave" of a deep, ongoing prophetic reformation. The second wave was the charismatic renewal in the 1960s, and the third wave came in the 1980s, bringing a fresh understanding of the Holy Spirit's work that resulted in worldwide movements (such as the Vineyard Movement and the Toronto Movement).

Currently, God is doing incredible things around the earth. People are hearing His voice and experiencing the prophetic realm in life-changing ways.

Different Levels of Prophetic Gifting

Moses wished that all God's people were prophets (Numbers 11:29). As we fast forward to the coming of Christ and the new covenant, that prayer is fulfilled:

"I will pour out of My Spirit on all flesh; Your sons and your daughters shall prophesy, Your young men shall see visions, Your old men shall dream dreams." Acts 2:17

The new covenant reality is that every single person who is filled with the Spirit is prophetic by nature. Traditionally, there are three "levels" of prophetic gifting commonly identified:

1. The gift of prophecy
2. The ministry of prophecy
3. The office of a prophet

3. The Quintessential Ministry Gifts

As children of God indwelt by Holy Spirit, we all have the basic ability to operate in the *gift* of prophesy. We can hear God's voice and be led by His Spirit. Even if we don't consider ourselves "prophetic," we can expand our ability to hear His voice by studying the prophetic, learning *how* to hear Him, and being around prophetic people. *Not every church leader is called to be a prophet or will function with prophetic leadership as his or her primary gift. But that doesn't need to hinder the leader from being prophetic.*

The quintessential leadership gifts (the fivefold gifts) were given to equip the Church for the work of the ministry. This means that we are able to draw from fivefold leaders the resources we need to fulfill our roles more effectively. Even if we are not called to be prophets, we can still pull from prophetic leaders a measure of "prophetic grace" that empowers us to be more prophetic than we would be otherwise. *We need to be exposed to every dimension of Christ so we can be enhanced in all His aspects.*

As another example, you have the ability to appropriate and apply what you are reading right now. You may not be inherently wired to think or act in a prophetic way, but your exposure to this material and your willingness to learn can help you be more prophetic than you would be naturally.

The second level of prophetic gifting is the *ministry* of prophecy, which is the consistent gift of prophecy functioning in an individual. The people around that person and the church he/she attends recognize he/she has a prophetic gift that is more visible than most.

The third level is those who are recognized in what many call the *office* of prophet. These are the people whose gifts and character have been refined, proven, and confirmed over a period of years. They are known as prophets, and their gift is recognizable—and endorsable—by the greater Body of Christ. The office of the prophet is reserved for those God has called to function in prophecy at a high level (Agabus is an example; Acts 11:28, 21:10).

Those are the three levels of the prophetic gift working in the local Body of Christ. No matter where you fall within these three levels, you can expand your gift and learn to hear God's voice more clearly and frequently.

The Key to the Prophetic Gift

The prophetic gift prioritizes revelatory ability and hosting God's presence. As Christians who want to hear God's voice, we value the prophetic and desire to foster a prophetic reality in our midst. How do we accomplish this?

Many of us have experienced how overemphasizing the prophetic can be harmful to God's greater purposes. We've seen prophetic gifts used inappropriately in one way or another. But Paul said to not despise prophetic utterances. This gift is indispensable for the full measure of Christ to be manifested in the Church.

The prophetic gift needs to be coupled with other five-fold gifts so it can provide the *originally intended* strength to the body of Christ. The church can then focus more easily on *this gift's purpose within the bigger picture*. It is helpful for prophets to work alongside teachers, for example, because the prophet tends to interpret Scripture from a more experiential, revelatory standpoint; prophets don't always focus on the intended meaning of the original author, while teachers research the nitty-gritty details and can tell you why something means what it means.

Prophets and pastors sometimes experience challenges because the prophet can have a pretty rigid idea of what "ought" to be. Most prophetic people are black and white in the way they perceive reality, whereas pastors tend to be more "gray" in their approach, and focus more on process than destination. A similar situation exists between prophets and evangelists. Much of the time, prophets don't mind if the church is perceived as "crazy", meaning it is experiencing different manifestations of the Spirit, expressions of worship, and chaotic dimensions often associated with charismatic revival history. However, the evangelist understands that these things don't always translate well to the new believer. So, there can be tension between the prophetic gift and the other Ephesians 4 gifts of Christ.

If we want to walk the prophetic road well, what is the key? It is to partner the prophetic and apostolic gifts (Eph 2:20). The prophet needs the apostle and the apostle needs the prophet in order for both to operate at their best.

The Prophet and the Apostle

The prophetic gift comes into right relationship with the body when it is paired with the apostolic gift. This “husband and wife” relationship is emphasized throughout Scripture. Even in the Old Testament, we can find foreshadowing apostolic and prophetic partnerships. David worked closely with a couple of prophets (Gad and Nathan), and during Israel’s restoration period, Zerubbabel worked with Zechariah and Haggai. These kinds of partnerships are repeated in the New Testament as apostles and prophets worked together in the book of Acts (for example, the council in Acts 15, and Agabus using Paul’s belt in Acts 21). The words *apostle* and *prophet* are used in unison in Ephesians 2-3.

Prophets and apostles understand their gifts best when they are working together in right relationship. Prophets are strong in revelation, while apostles are generally stronger in wisdom and application. This doesn’t mean that prophets don’t have wisdom or that apostles don’t have revelation. All of us have strengths God gave us to steward. The relationship between the prophet and apostle is a tangible manifestation of the spirit of wisdom and revelation (Isaiah 11:2).

Every apostolic leader needs to walk closely with prophetic leaders, and every prophetic leader needs to have apostolic alignment and covering in her life, according to the patterns laid out in Scripture. This apostolic/prophetic partnership is foundational to a healthy expression of Christ (Eph 2:20). The prophet without an apostle will tend to produce a realm of *fantasy* (subjective impressions without structure), while the apostle without the prophet will tend to produce a realm of *factory* (structures without the Spirit). We need both gifts operating together to produce true spiritual family.

Prophetic Vision

“You are my portion, O Lord; I have said that I would keep Your words.” Ps 119:57

The vision for the prophetic in my life was ingrained from the very beginning of my born-again experience. Early on in my walk with Jesus, I was discipled by a group of Blackfoot Indians in the mountains of Montana who were very prophetic. I spent time hearing prophetic stories and also having some of my own prophetic experiences. You can read more about this in my book, *Revival Culture: Prepare for the Next Great Awakening* (Regal, 2012).

When I came to San Francisco during my ministry training, as part of the Eureka church planting team, our team had value for the prophetic. One of our leaders was clearly called to be a prophet and would often hear from God—giving us direction as a team. So, the prophetic was in my DNA before my wife and I even planted our first church together.

Marrying my wife, Diane, had intrinsic prophetic impact in my life. Diane has a strong prophetic gift that is both expressed in hearing the voice of God and in terms of the word of knowledge and word of wisdom. In one way or another, the prophetic dimension of Christ has consistently been in my walk with Jesus and therefore has given me the vision to see it operating in the church.

Fostering the New Prophetic Dimension

Prophetic vision is, first of all, about God’s presence. We are called to be people who foster the very presence of God in our congregations, learning how to favor and interact with His presence through worship, prayer, waiting on Him, soaking and biblical meditation.

Every follower of Jesus is called to be prophetic. Moses emphasized this in Numbers 11 when the Holy Spirit fell upon the seventy—and then two other people as well. Joshua asked, “Should we stop them?”

3. The Quintessential Ministry Gifts

“No,” Moses replied. “Would that all God’s people were prophets.”

Moses got his wish in the New Testament when the Holy Spirit was poured out on all flesh (Acts 2). The result of Pentecost was that all God’s people became prophetic.

In the Old Testament the Holy Spirit came upon only certain individuals, but in the New Covenant, if you are born again and have the Spirit of God dwelling in you, you have entered a new prophetic dimension.

As a leader, how do you grow a prophetic vision in your church?

Note: See Wayne Grudem’s book on *The Gift of Prophecy in the New Testament and Today*, 1988

Make the Vision Practical

The vision for the presence needs to be practical, practiced, and celebrated. *Practical* simply means that you teach on it regularly and reinforce its different aspects within your church. Give your congregation a picture of what a church filled with the Spirit looks like—it is a group of people who are baptized *afresh* in God’s power. They interact in intimacy and love with Him and are filled with praise and joy because He is in their midst. They also connect with each other in love and honor, treasuring Christ in each person.

If you can encapsulate that vision—what a Spirit-filled church really looks like—you’re on your way to instilling this vision in your congregation.

Model the Vision

Preach the vision of every church member being a prophetic conduit, and as a leader, *model* the vision on a daily basis. Are you walking in the prophetic? Are you cultivating and nurturing it? Are you learning to hear the voice of God better? Are you learning to host a conscious awareness of His presence throughout your day? Are you aware of the spiritual atmosphere around you? Are you learning to discern the different spirits around you? These are all elements of walking in the prophetic.

Make the Prophetic Vision a Priority for Your Staff and Church

Be certain your staff understand your vision for the prophetic and be sure they are on the same page as you. Also, strongly encourage everyone in your church to seek the Lord personally. Make pursuing God a priority, both individually and organizationally, and go after His presence as a group. You can do this through worship gatherings, prayer meetings, and ministry to one another. Purposefully set aside time to meet with God and interact with Him, and celebrate when He shows up in powerful or unique ways. If you want more of Jesus and His presence in your midst, it is important to encourage testimonies of healings, miracles, and encounters with God. Celebrate these things over and over again. People will emulate what you celebrate.

It’s easy to celebrate well-known prophets (those in the actual office of prophet), but we also need to celebrate the “regular” members of the church who are moving in the prophetic with words of knowledge, words of wisdom, discerning of spirits, and prophetic utterance. Remember that even if a prophetic word is inaccurate in the moment, we can still celebrate that the person took a risk. We will never grow in accuracy without mistakes being made from time to time.

If you honor God’s presence, it will gradually increase in your midst, and the people you’re leading will have a greater experience of the presence and power of God.

Prophetic Culture

“Surely the Lord God does nothing, unless He reveals His secret to His servants the prophets.” Amos 3:7

The best way to increase your church's experience of God's presence and power is by building a prophetic culture. *Culture* is the shared values, priorities and practices, along with the traditions, symbols and expressions, that unite a community.

Building the right kind of culture is the first step in moving from vision to reality. Many of us have a strong vision of what we want to do and what we want to become, but vision alone will not get us to our goal. We need practical steps along the way. Culture takes time to build, but once it is built, it has an amazing power to steer large groups.

An Encultured Movement

In the early days of the Vineyard movement God was moving in amazing signs, wonders and prophetic ministry; building prophetic culture was easy for us. Most of the people that came to our church were in pursuit of a greater connection with the Holy Spirit, and a greater experience of signs, wonders, and encounters with God.

As the Vineyard began to move more towards what God was doing with the Kansas City Prophets (toward the later 1980's) we had some great examples of prophetic ministries such as Bob Jones, Paul Cain, John Paul Jackson, and Larry Randolph. People in our Movement were seeing the prophetic in action at an elevated level and this inspired them to move towards that same experience.

We didn't have to foster the prophetic very much. It just came with the territory, which I was grateful for. If someone didn't want to engage in the prophetic, chances are they didn't come to our church. Eventually, we became one of the strong prophetic epicenters of the Bay Area during that time.

Prophetic Values

As a pastor, if you want to build a certain culture in your church, you have to begin to adjust your values—who you are as a church—at a fundamental level. These are some of the key values that undergird the prophetic:

- Intimacy (both with God and one another)
- Dependency on the Holy Spirit
- Integrity (which ensures the quality of the prophetic)

When values are combined with priorities (what has precedence in your daily life) and practices (what you actually do in your daily life), they become a cultural component. The three values listed above heighten our love and passion for the Lord and promote a culture of the supernatural and prophetic. They also give birth to the culture of honor, where we recognize the importance of each individual.

As a leader, how do you build prophetic culture in your church?

Define Your Values, Priorities, and Practices around God's Presence

As you work to establish a prophetic culture in your church, think about these questions:

- How much time are you going to devote to worship, ministry, and people who are being trained to minister to one another?
- How will you explain to visitors who you are and how and why you do what you do?
- What is the main emphasis of your budget?
- Where is most of your energy going?
- Does your family experience the prophetic at home?
- Do you as a leader go after God's power and presence personally? Everything you want to bring to your church has to be real inside of you first.

Incorporate the Prophetic in Your Team

How much time are you spending in your elder and staff meetings waiting on the Lord, listening to His voice and sharing with each other the impressions you're receiving from Him? Make sure your staff knows, "This is who we are. This is where we are going. We want more of the presence of God."

Also, be certain your congregation understands that your church's prophetic emphasis is not a human invention. This isn't something your leadership team randomly decided to pursue. No, it emerged from prayer and prophetic guidance, and to the best of your ability, God is the architect of all you are building.

Make the Prophetic a Natural Part of Your Church Body

Reinforce who you are as a church again and again. Keep the vision in front of the people and constantly *refocus* them on the church's values, priorities, and practices. Do these things in a way that has integrity, cultivates intimacy, and brings forth the level of presence and power you long for.

As you walk out these steps, you will be amazed at the prophetic culture that grows in your church body.

Prophetic Lifestyle

"Prophecy never came by the will of man, but holy men of God spoke as they were moved by the Holy Spirit." 2 Pet 1:21

What is the true test of your effectiveness in building a prophetic culture? It is whether or not your members are becoming more "naturally supernatural."

As your church adopts a prophetic lifestyle, a set of practices begin to emerge that reflects the things your church does naturally. You don't do them because you are *told* to do them or because you have a program set up that helps you do them. Instead, you do them because you love Jesus, His Word, and His purposes. The values you have embraced have become a way of life for you because they are deeply entrenched in your heart as a community.

Individual Prophetic Ownership

In San Francisco, people were going after the Lord individually. People were praying and fasting. They were hearing from God and receiving words from Him. Were they perfect at it? No. And, yes, we needed to monitor what was happening. But, the benefits of the prophetic will always outweigh the risk of people being imperfect.

The prophetic expression in our members eventually began affecting our arts community and many creative expressions were birthed out of encounters with God. As my wife, Diane, led the way, we saw the prophetic happening in our church small groups as well. We also hosted prophetic training events and conferences.

With all this taking place, the prophetic really began permeating the lifestyle of our people. People in the marketplace were testifying about receiving words for individuals and their business and applying those things they had heard.

As a leader, how do you promote a prophetic lifestyle in your community?

Know Your Vision

The first step in building a prophetic lifestyle is knowing your vision for the prophetic and running with it. What is your vision for the prophetic? What do you want to see happen in your church? Begin by incorporating the vision into your own life, and then move on to incorporating it in your leadership team.

Prophets are tuned in to God's presence, strength, and imminent purposes. They are especially gifted to hear His voice and to sense what the Holy Spirit is doing at any given time. Prophets are sensitive to God's presence and are champions of His purpose. They take the word of the Lord and run with it in ways that

reflect God's nearness in the body. Prophets reveal *God's heart and mind for the benefit of the Body of Christ and the fruitfulness of the Church.*

Not only can prophets discern the ways of the Lord, but they also are able to impart that ability to others, either through the laying on of hands or prayer or through their anointed teaching. Think about what that means to you on a daily basis. What do you want it to mean for your church?

Identify and Remove Challenges

Begin to identify challenges that hinder you and your church from living a prophetic lifestyle. In part, that means examining your personal values and priorities and those of your church. What do you truly value? How do you prioritize those values? Are your values and priorities consistent with who Jesus is?

Look at how you manage your money, spend your time, and allocate your talents. Is your money going towards prophetic development? How many hours per month are being used in prophetic ministry? Are you personally prophesying over people? Are you giving your best for God's purposes? Are you doing so in a balanced way that can be sustained over the long haul?

Many times, leaders can aspire to do something but never do it. But, if you look at what you are actually doing with your money, time, and talents you will see what you truly value. What needs to shift in order to truly value the prophetic? Does anything need to be adjusted in your life? In your church? Begin to make those adjustments.

Share the Vision with the Body

Preach on the subject of building a prophetic lifestyle. Talk about it from the pulpit, and encourage a prophetic reality in every context. The prophetic can be translated into every realm of our lives--in our homes, small groups, children's church, Sunday morning services, workplaces, governmental spheres, or even the gym. *In every context, people can cultivate the prophetic, listen to God for others and communicate what He says.*

Encourage every member of the body to seek revelation, dreams, visions, and other kinds of prophetic input from the Spirit of God. Remember, people emulate what you celebrate. Therefore, celebrate prophecy. Celebrate prophetic leaders in the Body of Christ as well as "regular" members of the church who are moving in the prophetic with words of knowledge, words of wisdom, discerning of spirits and prophetic utterance.

Prophetic Structures

"And so we have the prophetic word confirmed, which you do well to heed as a light that shines in a dark place, until the day dawns and the morning star rises in your hearts."

2 Pet 1:19

Structure can sound like a swear word to many people, especially those who love the presence and power of God. We tend to pit the idea of structure against the idea of spontaneity when, in actuality, there is no battle between the two. It's like drinking a cup of coffee—we have to have a structure (the cup) in which to hold the coffee and convey it to our mouths. Without that structure, we wouldn't be able to enjoy the coffee. Jesus used the term wineskin to describe such a structure and said we needed new wineskins for new wine. As a pastor, if you are trying to bring a greater expression of God's presence and power to your church, you need to build "wineskins" that will support it.

Begin to think strategically, asking, "What kind of groups do we need? What kind of ministries do we need?" At its core, prophetic growth on a church-wide scale looks like new prophetic ministries that allow you to bring the presence of God more effectively and tangibly to your congregation.

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At the same time, however, try not to build specialized prophetic groups until you have integrated the prophetic culture into the general ministries of your church. The two primary venues for general prophetic ministry are weekly corporate meetings and small group gatherings. Be sure to provide ongoing training in supernatural prophetic ministry in both settings.

Our Prophetic Framework

When we began linking together with John Wimber, we found a framework for the prophetic that really worked for us. Wimber was strong in promoting worship, which is a vehicle of the prophetic; and he was also very gifted in healings and signs and wonders.

As I look at the prophetic, I see that it covers the realm of all that pertains to the vertical relationship with God. The apostolic hears from heaven and builds it on earth. The prophetic keeps the communication channel open with heaven and the ongoing delivery system of the word of the Lord to us in the form of both prophetic words and the gifts of the Spirit. The conduit through which everything flows is praise and worship and our interaction with the Lord through prayer and intercession.

The worship ministry in our church was very prophetic. Our small groups also had a strong degree of prophetic interaction, both individually prophesying over one another and prophesying over the future and vision of the church.

When we went to Sunday mornings and began to grow very rapidly, we always allowed for prophetic ministry. We had various, chosen prophetic leaders minister on a consistent basis. We would also designate someone to supervise the “prophecy microphone.” If somebody had a prophetic word, but weren’t necessarily recognized in our church, they could submit that word to one of our leaders who could then facilitate the delivery of that word.

The Prophetic Origins of Our Ministry

We felt that the prophetic was the source of our ministry. In fact, we planted our Vineyard Church as the result of a strong prophetic word. Diane and I were sitting in a meeting with John Wimber, when the Holy Spirit came upon us and said, “The Vineyard is your home”. This was followed by, “You’re going to plant a church.” A week later one of my mentors from India was visiting us and the Lord spoke to him to tell us to plant a church.

Every major step we took as a church was confirmed through the prophetic; every building we secured and every leader we appointed. As a leader, how can you build the structures needed to host the prophetic and begin to follow the voice of the Lord concerning your church?

Build a Community of Worship Leaders and Musicians

One key prophetic expression is worship. Worship leaders help us engage God’s power and presence. Much of our energy should go into cultivating not just a worship team but a worship *community*. Build a community of worship leaders and musicians, and then on a semi-regular basis (every quarter, for instance), meet with those people, hear the voice of God together and set your prophetic goals for that season.

Understand the Importance of Intercession, and Raise Up Your Intercessors

A second important prophetic ministry is intercession. Some church cultures don’t put much value on prayer meetings, but until every soul is saved, we have reason to pray and contend. Until everybody is healed, we have reason to pray and contend. Obviously, we are not contending *against* God; we are contending *with* Him against circumstantial and demonic forces that are hindering the full expression of His Kingdom. That requires an intercessory process, for the “effective, fervent prayer of a righteous man avails much” (James 5:16). *We have a role to play in the intercessory world: We get to partner with God for outcomes.*

Prayer does two things: It truly does shift the heart of God, but it is also the crucible in which our desires are refined. As we seek the Lord, we become more like Him and, therefore, more in tune with Him and what He is doing. Worship and intercession are two ministries we encourage every church to replicate.

Build Prophetic Teams and a Prophetic Community

We also encourage churches to build prophetic teams and communities, both of which can assist people who want to grow in their prophetic gifts. Prophecy can spill over into other ministries in your church as well, such as inner healing; deliverance; and counseling to help individuals overcome past hurts, addictions, and other kinds of life-controlling problems. Each of these ministries depends strongly on the prophetic gift.

The key to maintaining prophetic growth is reinforcing the vision for it again and again. Tell your church, “These are our values. We are creating culture and a lifestyle that correspond with our values, and we’re making prophetic growth a primary purpose of our gatherings so we can experience more of God’s presence, power, and divine purpose. This will help us become the thriving church He created us to be.”

Prophetic Leadership

“Blessed is he who reads and those who hear the words of this prophecy, and keep those things which are written in it; for the time is near.” Rev 1:3

In our church, we raised up a powerful prophetic team. That prophetic team was generally drawn out of our main intercessors. The people who were committed to prayer and communication with Heaven, would generally tend to be the people who would hear the clearest from God and bring us prophetic words.

We developed a process of vetting prophetic words. The prophetic team would judge one another’s words, but we’d also bring them to the eldership and process them. As a result of this process, we started to identify the people who were prophetically hitting the target consistently. These were the people we began to focus on and raise up as leaders.

We always encouraged the prophetic gift to flow in our small groups, but in those small groups we didn’t necessarily have high expectations or strict accountability in our approach. Most of the words didn’t need correction, as long as they were generally biblical, even if they weren’t the word of the Lord for the moment.

As people with a stronger, prophetic gift began to be recognized within their small groups, we would invite them into our prophetic team. As a result of being in the prophetic team, they would gain more expertise in their gifting. Through that, they would become more publicly recognized as our church grew.

We had a primary leader overseeing all prophetic ministry. Generally, that leader would be our worship pastor. We intentionally chose worship leaders who were more prophetic by nature. The prophetic leader would be responsible to foster the prophetic gifts and to bring correction or adjustment, if necessary, as well as celebration and testimony.

New Prophetic Leaders

New prophetic leaders come out of incubators such as small groups, worship teams, prophetic communities, and intercessory teams. It is important to raise them up and work with them to release new expressions of prophetic ministry in your world.

Begin to take note of the individuals in your church who seem to be prophetic: people who are hearing God’s voice, receiving words of knowledge and wisdom, having dreams and visions, etc. Once a quarter or even bimonthly, have an “altar call” for prophetically gifted people, and gather them together from time to time and pour into them. Make sure they are part of your overall leadership structure, that they

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value the whole Body of Christ and that they are part of small groups. In addition to any other ministry they may be doing, they need to be given permission to function prophetically in their small groups and ministry teams. Request and maintain permission to speak into their lives, providing guidance and correction when needed.

As you do these things, you will harvest a “crop” of new prophetic gifting that will further prophetic growth in your church.

Leadership Development and Delegation

One of the primary needs in most churches is leadership development and delegation. Although delegation seems like it would be an obvious activity, it can be challenging to implement and carry out effectively. One of the biggest misunderstandings is the difference between leaders and workers. Most pastors will give responsibilities to people—but only as workers. A *worker* is someone who serves in the *presence* of his leader, but a *leader* is one who serves in the *absence* of his leader. In other words, if our delegation is limited to workers who do not directly pastor or develop others, we are not truly delegating; we are just assigning jobs to people. *A pastor needs to build a culture of trust and honor that can support the delegation of leaders who have true responsibility.*

Keep in mind that true delegation is not merely saying, “Yes,” to leaders who lead in your absence—it is also the ability to say, “No,” to those who continue to demand your attention, even though they are under one of your delegated leaders. Until you are able to say, “No,” and require that members seek care and counsel from their ministry or small group leader, those leaders will be disempowered and you could find yourself sabotaging your growth.

The average church in America is around sixty to seventy people. A pastor can care for only so many when he or she is doing all the work. In order to break this barrier, the pastor needs to lead through leaders, which requires a serious choice: You can *pastor people* or you can *lead leaders*. Ultimately, this is the difference between delegation and development. It’s fairly easy to give a task to someone—it is much more intensive to build a developmental relationship with that person. Yet that is what Jesus meant when He commissioned us to make disciples. As leaders, we must become people developers.

The Evangelistic Ministry Gift

We Value the Gospel of the Kingdom Revealed in the Words and Works of Jesus.

“For the Son of Man has come to seek and to save that which was lost.” Luke 19:10

Evangelistic Purpose

A few years ago, we came across a shocking statistic. A study reported that not a single U.S. County was experiencing conversion-based church growth that exceeded the region’s population growth. In other words, we may be gaining new members as people move into our region or transfer directly from other churches—but generally speaking, we are not doing a good job of winning the lost. Why is that? *As leaders, how can we make evangelism a more prominent expression in our congregations?*

Out of all the priorities of Heaven, nothing compares to the importance of reaching the lost. Healing can happen better in Heaven. Our Christlikeness and discipleship can be completed in Heaven. Worship will be better in Heaven. But one of the few things we *cannot* do after we get to Heaven is reach the lost. The salvation of souls is not the only priority in the Kingdom, but in this season, it is imminent and urgent.

True Revival and People’s Souls

You can find a variety of thoughts on the topic of evangelism. One teaching says that we don’t want unbelievers to be reduced to “marks” or conquests. Yes, that’s true, but the bottom line is that they *are* our targets. We care about souls, and their eternal destinies hang in the balance. When Jesus looked upon the multitude, He was moved with compassion. He saw that they were weary and scattered, like sheep without a shepherd (Matthew 9:36). Most of us don’t see souls the way Jesus sees souls. We don’t tune into the Father’s heart on the same level, and we’ve become somewhat calloused. *We need to allow our hearts to feel what Jesus feels and be moved with compassion.*

Another teaching on evangelism incorporates the seven mountains of society and *Victorious Eschatology* (Worldcast Publishing: 2007). We are called to occupy the earth and impact every sphere of society until Jesus comes. It is true that as the reign and peace of Jesus continually increase (Isaiah 9:7), we can expect His Church to grow and become brighter, even if the world gets darker. However, God’s power to change the world does not relieve us from the evangelistic urgency of the times. Every person who has ever lived will have to stand before Jesus and give an account. If the world exists for another 10,000 years, individual existence is only for a short period of time. The point is this: We must understand Heaven’s urgency for the salvation of souls. When we combine the revelation of the immediacy to see others saved with the compassion Jesus has for them, we will be on our way to partnering with God in an evangelistic movement.

Hebrews 9:27 tells us, *“It is appointed for men to die once, but after this the judgment.”* If we do not accept Jesus in this life, there is no evidence that we can accept Him after this life. There is no fallback plan. Therefore, the onus is on us to present Jesus in such a way that His beauty and love are unmistakable to seeking hearts. We want people to move from being unreached to reached and meet Jesus face to face!

Again and again, Jesus defined His ministry by saying, “I came to seek and save that which was lost.” In its most important sense, “that which was lost” must refer to *those* who are lost. Jesus sent out His disciples to reach the lost and heal the sick, and He commissioned the Church to be His witness to the uttermost parts of the world. Paul’s calling was to turn people “from darkness to light, and from the power of Satan to God, that they may receive forgiveness of sins and an inheritance among those who are sanctified by faith” in God (Acts 26:18). We *need* to preach the gospel. It is an urgent task of the Church, and unfortunately, it often goes neglected. *A revival without souls is merely a renewal; we cannot have true revival without souls.*

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Ultimately, the mandate to be fruitful, multiply, fill the earth and subdue it is still on the table. We are no longer dealing with only *physical* regeneration but *spiritual* regeneration as God works through the Church.

How do we give evangelism a higher place in our hearts? One of the primary steps is connecting with God on this issue. We have to understand the Father's heart for the lost and His purposes for people on the earth. Whether Jesus is coming back in 10 minutes, 10 years or 1000 years, a soul that dies without Him is a soul that is eternally separated from Him. That should grip us at an intense level and compel us to go out into the world and change it. *In order to share God's vision for souls, we need to know His heart for them.*

What If I'm Not Evangelistic?

Even if a leader is not an evangelist, that doesn't have to hinder the leader from being evangelistic. Even if we don't consider ourselves to be evangelists, we can expand our ability in this area by studying evangelism, learning *how* to evangelize, and being around evangelistic people.

Remember, the five aspects of Christ (the quintessential leadership gifts) were given to equip the Church for the work of the ministry (Ephesians 4). Verse 12 is clear, each of these gifts exist to equip the saints. If you are a saint, you qualify. You can be equipped with grace and ability that to serve the Lord in ways that are different from your God-given wiring. In fact, all of us are able to fulfill our roles more effectively as we draw from leaders and resources around us. In other words, even if we are not called to be evangelists, we can still draw from evangelistic leaders a measure of "evangelistic grace" that empowers us to be more evangelistic than we would be otherwise. We can read biographies about evangelists, meet with evangelistic leaders, attend conferences where evangelists are speaking, etc. Every time we are around someone who thinks and acts in an evangelistic fashion, it impacts us and enhances our ability to be evangelistic.

We need to be exposed to every aspect of Christ so we can be enhanced in all His aspects.

How Do We Reach People for Jesus?

Here are a few thoughts on how to reach the unreached:

1. **As Paul stated in 1 Corinthians 12-14, we need to help outsiders understand our world.** Some of us love to host the Holy Spirit, but we don't really know how to host the unreached—people who don't know anything about the Holy Spirit and how His presence can affect people. We don't have to be "seeker sensitive," but we should be "seeker welcoming." We need to train our people how to invite their unsaved friends and prepare them for a supernatural environment. We can carefully explain what God is doing in our public gatherings and not assume new people will automatically "get it." Every church needs to help visitors and new members take incremental steps to greater experience and encounter with God's presence.
2. **We need to avoid "hype" and the appearance of hype as much as possible.** We live in a cynical, skeptical culture that values authenticity and hates hypocrisy with a passion. Therefore, we need to be open, humble, self-effacing, and genuinely caring. Although we cannot cater to the whim of every visitor, if we make it a point to incarnate Jesus in a manner consistent with the people of our city or region, we will be able to bring them to Christ with the fewest obstacles possible.
3. **We need to teach our people how to lead others to Jesus.** Many believers are able to talk about their faith and salvation, and they may even give prophetic words or pray for someone for healing, but we need to train them how to take the next step and actually lead someone to the Lord. This can be done in simple ways: Model it publicly in altar calls, teach it in classes, and people could also gain experience through basic role-playing opportunities, where one person pretends to be the minister and the other the seeker. This is the primary work of the

evangelist—to equip the saints for evangelism. Consider using a simple tool like the Four Spiritual Laws as a template for personal evangelism.

4. **Finally, we need to identify and raise up new evangelists** to lead the way in reaching the unreached and equipping the saints to minister. Identify the evangelism-oriented people in your church by preaching on the subject and calling forward those whose hearts are burning to respond. Commission them and meet with them again. You could use a gift discovery tool such as www.DestinyFinder.com to help you in the identification process.

As you gather and mentor your emerging evangelists, look for those with a large scope of leadership who are the most effective in winning souls. Once these individuals are identified, pull them aside to form an evangelistic leadership core team who will help you write training materials for the whole church and impart their gifts to others. You could even assign an emerging evangelist to each of your small groups to help the other members reach out to their worlds.

Evangelistic Vision

“Then Jesus went about all the cities and villages, teaching in their synagogues, preaching the gospel of the kingdom, and healing every sickness and every disease among the people. But when He saw the multitudes, He was moved with compassion for them...”

Matt 9:35-36

Many churches we coach are concerned because they see *transfer* growth, but not *conversion* growth. Ultimately, this comes down to a matter of vision. We need to have a vision for souls if we are going to reach the people around us.

General Booth, founder of the Salvation Army, once said, “If I could do one thing to complete the training for my people, it would be to dangle them over the lake of fire for twenty-four hours so that their passion for souls would never be exhausted.” The desire to reach the lost begins in the heart; our hearts need to break over those who don’t know Jesus. A soul that dies without God’s salvation is a soul that is eternally separated from Him—this should grip us at an intense level and compel us to go out into the world to reveal His love.

My History of Catching the Vision

I came to the Lord during the tail end of the Jesus Movement. All of the stories that my best friends were talking about were eye-opening and inspiring. For instance, there were about four-hundred people every weekend being baptized in the Corona Del Mar in Southern California during the Jesus Movement. One friend of mine said a bad night of witnessing on Haight Street in San Francisco was when they would see only ten people come to Christ. I longed for those days to be revived.

Over the years I spent several hundred hours on the streets of San Francisco ministering to people (I actually met my wife at an outreach!). I never considered myself to be an evangelist. And, in fact, I was usually awkward and uncomfortable initiating conversations with people to share the gospel. But I learned how to press through the awkwardness and to share the gospel effectively. I wanted to see revival in my city.

Praying for revival was a part of my normal life. During that time, without exaggerating, I fasted between sixty to one-hundred days a year for revival and an outpouring of God’s Spirit in San Francisco. I also worked closely with a group of other leaders from other churches who were bent toward that same direction.

As a leader, how do you build a vision for evangelism in your church? How can you catch it and help your people to do the same?

Make the Vision Practical

Your vision for evangelism needs to be practical, practiced, and celebrated. Practical simply means that you teach on it regularly and reinforce its different aspects within your church. Like any other vision, the burden for souls is first birthed in the heart of the lead pastor or couple. Even if they are not called as evangelists, the burden for souls starts in them and then spreads to the leadership team.

It is important not only to teach about evangelism, but as a leader you also need to model it. If you want your church to have an evangelistic lifestyle, emphasize evangelism within your leadership team and celebrate when those in your core team bring someone to Christ; celebrate and promote it in such a way that it affects the entire church. *With anything you want to cultivate within your church, it begins in your leadership team.*

Model the Vision Personally

Incorporate evangelism deeply into your own life. Does your family practice evangelism on a regular basis? Do you as a leader actively share your faith? Everything you want to bring to your church has to be real inside of you before you can replicate it in others.

Make Evangelism a Priority for Your Church

Spend time preaching about evangelism and study it as a congregation, equipping your church to reach the lost. Help your church members learn how to share their personal testimonies, lead people to Jesus, and guide others in a sinner's prayer. Encourage your church to reexamine traditional methods of evangelism that have come to be considered "uncool," like the four spiritual laws, tracts, altar calls, etc. Each of these has value. It is time for us to feel God's heart for this topic and tell people about Jesus any way we can.

To break status quo, consider the following options:

- Gather for outreaches once a month and actively seek to experience the urgency and compassion God the Father feels for souls.
- Pray for boldness for one another. Paul asked people to pray that he would increase in boldness (Eph 6:19-20), and the early Church prayed a similar prayer in Acts 4.
- Discuss common hindrances to evangelism, such as complacency and compromise. Why do Christians often struggle with these things? What do these things mean? How can you get rid of them in your church?
- Turn the vision of your church toward the harvest, and instill a vision for evangelism within your congregation by whetting their appetites: "What would it look like if you led five people a year to Christ? How would that touch your heart? Who in your world needs Jesus?" Questions like these can be matches dropped on a dry field.

Evangelistic Culture

"In an acceptable time I have heard you, and in the day of salvation I have helped you. Behold, now is the accepted time; behold, now is the day of salvation." 2 Corinthians 6:2

In San Francisco, we saw ourselves as missionaries in the city. We tried to enculturate a missionary ethic. I preached and modeled evangelism. We had our people share many testimonies of unbelievers who were being touched with the gospel in our city. We were intentional in building evangelism into the fabric of our church.

Part of your responsibility as a senior leader is to introduce your people to God's heart for the lost. You will see amazing results when you can incorporate evangelism into the culture of your church. We will look at a few ways you can begin to ignite people's hearts for evangelism and build this kind of culture in your church.

John Wimber was convinced that the healthiest churches were grown from the inside out. You can do this by determining what you as a church really care about. What are your values? What things drive you?

Culture is the shared values, priorities and practices, along with the traditions, symbols and expressions, that unite a community. Your culture reflects who your church is at a deep level. As you clarify your values, you establish your priorities—things that are more or less important for how you spend your time, energy, and resources. Out of your priorities emerge your everyday practices (things you naturally do on a day-to-day basis). Each of these individual “steps” works to establish a culture of evangelism in your church.

Here are a few other things to consider as you build your church culture:

Be the Change You Want to See

As a leader, you need to be the first person to change. If you want to build a culture of evangelism in your church, take steps to make evangelism an active part of your routine. Give yourself an easy goal, such as, “I will share my faith with one person a week.” That will change your life as a pastor!

Consider making weekly evangelism a requirement for the people on your team, both your elders and your staff. You could approach it like this: “Let’s make a commitment. If this is really what we care about, let’s see if we can do it.”

Make Evangelism a Priority in Your Church Culture

A soul that dies without Jesus is a soul that is eternally separated from Him. As that understanding begins to grip your church at an intense level, your members will be compelled to go out and speak to people about Jesus’ love.

Once you have perceived God’s love for people, translate that understanding into actual lifestyle priorities. Do you have groups that study and practice evangelism? Do you give altar calls at your church? You don’t have to do one every week, but do it regularly enough that people know they can bring their unsaved friends to church, and they will have an opportunity to hear the gospel and receive Jesus.

Create an Environment of Hospitality for Visitors

Not everything that happens in a prophetic environment will make sense to visitors. Are your services geared to include non-believers? Begin to bridge the divide in very practical ways. For example, you could include a simple statement in your bulletin: “We value certain things in our church, and we invite you to do whatever is comfortable for you.” However you choose to do it, try to create an environment of hospitality for non-Christians and new Christians alike.

Evangelism is such a privilege. We get to show the world that God loves them beyond anything they thought possible!

Evangelistic Lifestyle

“Then He said to His disciples, “The harvest truly is plentiful, but the laborers are few. Therefore pray the Lord of the harvest to send out laborers into His harvest.”
Matt 9:37-38

I have a high value for evangelism, both now and when I was leading our church in San Francisco. That being said, I found myself becoming frustrated by a few different factors. First, high-profile evangelism, such as crusades or a well-known evangelist preaching, didn’t produce disciples in an effective way. Second, we had many people accepting Jesus on the streets, but they generally wouldn’t follow through into a place of real discipleship.

When we started the Vineyard church in San Francisco we approached evangelism from a different angle. We still engaged in high-profile outreach ministry. We rented out venues and outdoor squares and had

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public meetings; worship, praying for the sick, etc. But we also began approaching evangelism more as a lifestyle.

Twenty to thirty percent of those in our church were consistently active in lifestyle evangelism. Conversely, many people were more prophetic in nature and not wired on the same level for evangelism. Although there was this tension, and evangelism wasn't always practiced by all, our people understood the essential value of it. As a leader, you need to have and share a vision for reaching the lost. Leaders must present it over and over again to see a higher percentage of people get engaged.

To lead people to Jesus, you need a vision for souls. This vision will come as you seek God's heart for the broken and hurting around you. Let Him share with you the compassion He feels for them, and make sure your congregation knows how much He loves the world.

Here are a few things to consider as you give evangelism a more prominent expression in your congregation:

Motivate People with Joy

Joy is a great motivator with a phenomenal amount of power! You can motivate people for a season with duty—or you can motivate them for a lifetime with joy.

Teach on evangelism from the pulpit. Tell your church about the responsibility we have as children of God to share our faith, but don't speak from a place of duty. Instead, help people understand the *joy* they can experience when they go out into the harvest. Jesus declared in Luke 15:7, *"I say to you that likewise there will be more joy in heaven over one sinner who repents than over ninety-nine just persons who need no repentance."*

God primarily motivates us through positive means such as love and delight, rather than rules and duty. It's your responsibility to help people discover the delight aspect and strategically wean them from the duty. Activate every member with joy!

Be Creative in How You Share Jesus' Love

Give people creative ways to reach the lost. Help your congregation learn how to share their testimonies and lead people to Jesus. Provide training so prophetic evangelism becomes a natural part of the body. Encourage your church to reexamine even traditional methods of evangelism such as tracts and the four spiritual laws, because we need to tell people about Him in any way we can. It is time for us to know and respond to God's heart for the lost.

One of the easiest ways to tell someone about Jesus is to write out your salvation story and just share it with a friend. "This is how I came to Christ." That is the original gospel tract!

Celebrate All Expressions of Evangelism in Your Church

Celebrate the people who are out telling others about Jesus, praying for people, and walking in prophetic evangelism. Even if they haven't led anyone to the Lord yet, bring them up to the front of the church and let them talk about their experiences. Every time we celebrate risk, it is valuable and can shift the hearts of the entire church body.

As you reinforce the importance of evangelism, it will become a part of the culture and lifestyle of every individual in your church, and your church will have an extreme impact on your city and region.

Evangelistic Structures

"For the wages of sin is death, but the gift of God is eternal life in Christ Jesus our Lord."
Rom 6:23

Do you like the word *structure*?

Many of us in prophetic environments shy away from that word, but the right kinds of structures can propel your church into its destiny. Home groups, ministry groups, children's ministry, and so forth can cause an explosion of growth in your church and city.

There was a specific moment in San Francisco of building structure that boosted us evangelistically to a much higher level. In the mid-1980's, a group of Intersivity students from Stanford and Cal Berkeley joined our church. They had heard some teachings from a leader named John Perkins, who had marched with Martin Luther King, about what he called *incarnational evangelism*. This structure of evangelism works on the premise of incarnating Christ into different people groups and neighborhoods.

In response to Perkins' influence, these twenty-five or so students decided to move as a community to San Francisco. They explored a few different churches to possibly base in, but when they found our church, they decided that it was their home.

This entire group started living together in community in different, key neighborhoods in the city. These were neighborhoods mostly that had either many Latin American refugees, or in the Tenderloin area of the city that is known for poverty and drug abuse. They would incarnate into these neighborhoods and start small groups. We worked together in tandem, as a mutual strategy.

Incarnational evangelism became our methodology and structure as a church. Most of our growth came from this structure. Our approach was meeting people and inviting them into community, mostly in our small group settings, and then introducing them to the church. The result was that our church grew rapidly.

As your church moves into a culture and lifestyle of evangelism, how can you structure your growth and cause it to increase? Let's look at a few ways you can purposefully create structures that will help spread a heart for souls through your church family.

Assign an Outreach Leader to Every Small Group

An outreach leader helps his small group stay "outwardly focused." This leader can take simple steps to remind people about the lost. Maybe once a week, that person could share a Scripture about God's heart for the world. He could lead people in prayers for unsaved friends or help other members of the group come up with ways to share their faith. Perhaps every six weeks or so, the small group could do an outreach. No matter the reason or focus of the small group, challenges like this have value and power because they get us out of our comfort zones.

Prepare People to Share the Gospel...at Church Services

Your church will be visited, or even possibly attended, by people who don't know Jesus very well or at all, so it is good to make sure your main meeting is evangelistic in some way. Your ushers and prayer ministers need to know how to share their faith, should the opportunity arise and people begin asking them questions. Show them a simple process of how to lead someone to Christ.

Your church could also employ more direct routes of spreading the gospel. For example, you could have an evangelism team who goes on regular outreaches to tell people about Jesus. Or you could send the evangelism team out to gather people and bring them to a special meeting, where the church prays for the sick, shares the gospel, and leads people to Christ.

Set Up Creative Outreaches

With your leadership team, sit down and come up with different ways your church could have an impact on your city and region. When you think of fun ways of doing outreach, what comes to mind? Be as creative as possible!

You could have individuals in your church whose primary job is to link with other ministries. They could spend time with different missions, after-school programs or on outreaches to the homeless.

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You could have specialized groups of people who go into an area, get an apartment together, and live there to have a long-term influence. They could build up the local ministries that already exist there, influence the different spheres (business, government, culture, etc.) in that area, and minister to neighbors. These are just a few ideas.

Be Strategic and Make Friends

Evangelism goes beyond the traditional idea of “outreach” as well. Spread the love of God as you do things in your community. Join community organizations, school boards and other kinds of groups, and build friendships among the unreached, injecting the gospel when the time is right.

Constantly be on the lookout for ways you and your church can create interfaces with the world around you. These days, your “neighborhood” is your workplace, gym, or the neighborhood organization you’ve joined. We encourage you as a pastor to foster that kind of participation in your community because this will do several things at once:

- It will enliven your church members because they are serving others.
- It will connect the people in your church with non-Christians in a non-religious environment.
- It will act as a bridge for non-Christians to find their way into a church.

Evangelistic Leadership

“Therefore, having been justified by faith, we have peace with God through our Lord Jesus Christ.” Rom 5:1

As we began to build our church in San Francisco around a fivefold model, we installed an evangelistic overseer as one of our main leaders. This leader mentored all of our emerging evangelists. This made a massive difference in our evangelistic efforts. Eventually, we tried to make sure that each of our small groups had a resident evangelist.

You can discover the “hidden” evangelists in your congregation by preaching on the topic and calling to the front those whose hearts are stirred. See who responds, pray with these people, and then begin to meet with them regularly. Offer them training tools and additional teaching on evangelism and find out what aspects or styles of evangelism make them come alive. Experiment with evangelistic teams, outreaches, and events and find out what works for your region and what needs improvement.

Meet with your evangelistic people and help them understand the need to equip others, not just do evangelism themselves.

Final Thoughts

We can’t spend much time in the New Testament without realizing an urgency for the gospel. John 3:16 isn’t a Christian colloquialism or just a verse all of us memorized in Sunday School—it is our lifeblood, our very foundation.

We carry an incredible message in earthen vessels. Yes, people might reject our message, but that is a very small thing when compared to the benefits that will flood people’s lives as they find what their hearts have been seeking: relationship with God.

The Pastoral Ministry Gift

We Value a Loving Community of Care, Counsel, and Kingdom Culture.

“The Lord is my shepherd; I shall not want.” Ps 23:1

Pastoral Purpose

At the heart of every pastor is the desire to cultivate an excellent community—community that responds with counsel, love, and true support for its people. Like an experienced shepherd, the pastor helps feed the people, shelters them as they grow, provides for them, and protects them spiritually from harm.

Many places in Scripture talk about what it means to be a pastor. One of the most beautiful and thorough descriptions is found in Psalm 23, where David illustrates how a true shepherd functions and how God is the ultimate example of a pastor: He is the good Shepherd who cares for the flock. We see several aspects of the pastoral function in this psalm, and it reveals the heart of God in amazing ways:

- We shall not be in want, which implies there will always be provision.
- God prepares a place for us beside still waters and green pastures.
- He gives us provision, covering, and protection.
- He restores our souls.
- He leads us in paths of righteousness.
- He comforts us in death and difficult circumstances.
- He protects us.
- He corrects us.
- He prepares a table before us in the presence of our enemies.
- Goodness and mercy follow us all the days of our lives.
- We will dwell in His house forever.

John 21 is a well-known passage about shepherding, where Jesus talks to Peter about feeding and caring for His sheep. Another pastoral passage is Ezekiel 34, where the shepherds sinned against the Lord by not taking care of His flock; they didn't bind up anyone's wounds.

In summary, the pastoral gift has tremendous power and should never be neglected, despite some of the current emphasis on the apostolic and creating apostolic resource centers. Even though we are in a massive transition from pastoral to apostolic, we don't ever want to minimize the importance of the pastoral role. It is absolutely essential for every healthy church to have a thriving community and relationship between its members. The gift of shepherd in the Body of Christ is essential to the wellbeing of God's people and should never be seen as secondary or somehow less important.

Under apostolic leadership, pastors create a loving community; a sense of connectivity and mutual interdependence; and a place rich in care, counsel, and concern. All members of the Body of Christ need to belong, and it is the pastoral gift that creates that sense of belonging and family.

Remember, the pastoral impulse is to gather, care, and keep its members, while the apostolic impulse is to mobilize, train, and send people into their God-given destinies. Many believe the existence of the “spectator church” is largely due to an overemphasis of the pastoral gift and an underrepresentation of the apostolic. The Protestant Reformation in the 1500s rediscovered the essential truth of the priesthood of every believer. Unfortunately, Martin Luther's teachings did not restructure the Church as a whole to match the revelation. The message changed...but the “methods of church” continued to be the same. To this day, we have one or two leaders on a stage ministering to a congregation of mostly silent spectators.

Yet God always intended for every member of the body to be a “royal priest” with great gifts and a significant calling, a person who represents Jesus in the congregation and the world beyond. That is the vision that drives the new apostolic reformation!

A Closer Look at Pastoral Care and Small Groups

Even if we don't consider ourselves pastoral, we can expand our pastoral abilities by studying this gift, learning *how* to pastor others, and being around pastoral people. Not every church leader is called as a pastor, but pastoring is an essential part of Jesus' ministry in the New Testament. God describes Himself as a Shepherd multiple times in the Old Testament as well. King David learned to shepherd Israel by shepherding his father's flocks, and he described the pastor as a provider, protector, healer, feeder, and comforter. According to Ephesians 4:11, pastors exist not only to care for the flock, but they also equip the saints to pastor and care for one another.

Unfortunately, many pastors end up burning out because they try to care for everyone's needs by themselves. The average church in America has only 65-70 members (this is often called the "70 barrier") because, in our humble opinion, that is all one person can pastor well. In other words, churches can get stuck below 70 people in attendance.

How do we grow beyond this number? *The key to breaking the classic "70 barrier" is delegating pastoral leadership to others; developing leaders.*

Historically, delegated pastoring was done through assistant pastors and adult Sunday School leaders. In the last 40 years, however, it was accomplished primarily through small groups or cell group ministry. Small groups are essential for many reasons. They provide a place for friendship, fellowship and Kingdom community, as well as a context in which growing disciples can minister to one another. Without small groups, many people end up feeling alienated and isolated, but in small groups, most pastoral needs are met without the direct involvement of the pastoral staff. The individual members of the church provide the love, care, healing, and blessing that used to be the domain of a single leader.

We recommend building a small group ministry by training leaders and doing a focused small group launch. You can find many great resources to help you with this, and in particular we recommend books by Ralph Neighbour, who offers some good principles on the subject. See Chapter 10 in this book for more.

One thing that John Wimber said from the start is that in the early stages of your church, you are responsible for everyone. In other words, up to about 70 members, you are the one to keep in touch with everybody.

But the reason why most churches are under 70 members is because the pastor doesn't know how to delegate pastoral care to other leaders in the church. If the entire church is looking to you to be the caregiver, the community M.C., best friend, and the house Papa of everybody, then, unfortunately, your church is never going to grow beyond a certain size. We realized that early on.

Pastoral Boundaries for Growth

Through our first five home groups, I made a point of connecting pastorally with every person. Although, I was always careful to refer out long-term pastoral care to someone else. We had several people in our church who were licensed counselors or had a gift of good counsel who could take people on.

I had one foot in both worlds. I was giving pastoral care while our church was small enough to still do that. But I also made sure that I was constantly modeling the equipping side of the pastoral ministry. In other words, a pastor is not primarily called to pastor the flock, but rather to equip their flock to pastor one another. If we look at Ephesians 4:7-16 carefully, we find that the pastoral gift doesn't exist to care for every member, but to empower the members to care for one another. Therefore, we established that dynamic early on.

As the main leader, I would simply tell people what I could and could not do. I would preach about the importance of "one another" ministry in our Bible studies and our Sunday morning services.

When someone would ask me for a counseling meeting, I would say, "I'll meet with you once or twice, but then I'm going to have you meet with so-and-so for ongoing pastoral care."

At times, people would say, “Pastor, I need a third meeting with you.”, “I need a fourth meeting with you.”

And I would respond, “I would love to meet with you, but I have a choice and a mandate from heaven. If I become the primary caregiver in our church, I will not have the time to be the primary equipper and trainer in our church. So, I need to give my time to that.”

Every so often I’d get complaints such as, “You’re the pastor. You have the main salary in our church. Why aren’t you caring for me?”

And, I would respond, “Well, because that is not my primary job.” I had to keep reiterating that point over and over again. Obviously, you do it carefully with love, and even with apologies.

You could respond like this: “I know that you would love to have me be that person at your kid’s birthday party, but I just can’t be that and still do the job that Jesus has given me to do. So, I have the choice. I can pastor sixty people, or I can train sixty leaders and pastor three-hundred people, but I can’t do both effectively. I have to prioritize one above the other. I’m going to prioritize leadership development over pastoral care.”

This is not to say that we didn’t value pastoring. Much of our pastoral care took place in our small groups; even though we still had a strong developmental dynamic in our small groups. The primary purpose of our small groups was not pastoral care. It was primarily leadership and ministry development. But we still provided pastoral care in the “one another” context.

I would also tell people, “I can’t have a pastoral meeting with you until you’ve met with your home group leader.” I was never heavy handed about that. I didn’t make it a law. But, I had it as a general guideline.

If there was a crisis such as a child in the ICU, a death of a loved one, domestic abuse, or another urgent situation, I would obviously be there as the lead pastor. Even so, I tried to keep my pastoral care efforts to one to three meetings per week as opposed to having that be my primary job.

Pastoral Vision

“The thief does not come except to steal, and to kill, and to destroy. I have come that they may have life, and that they may have it more abundantly. I am the good shepherd. The good shepherd gives His life for the sheep.” John 10:10-11

Every member is to be cared for, loved, and to have a community available in a moment of needed crisis. The church has to be a place that has relational integrity. It can’t just be an organization that performs a task. If it’s just a task-oriented group, which would be the extreme apostolic expression without pastoral care, it would end up being a factory.

The church is to be built on the foundation of the apostles and prophets, with Jesus Christ Himself being the Chief Cornerstone. Evangelists, pastors, and teachers add dimension and flavor to that apostolic foundation. An apostle without a prophet will tend to produce a factory. A prophet without an apostle will tend to produce a fantasy. But, the two together in conjunction with pastors, teachers and evangelists will produce a true family.

What we are longing for is a church that looks like family and reflects the family of heaven. As it says in Ephesians 3:14, *“We bow our knees before the God and Father of our Lord Jesus, from whom the whole family in heaven and earth is named.”*

We believe that God’s highest expression of organization on the earth needs to look like family. The church should be the clearest example of that.

Pastoral Motivation

I always tended to be somebody who cared for other people, but not always for the right reasons. I hated to disappoint people. I have a certain amount of the fear of man; I want to be loved, liked, and appreciated. I don't want to disappoint people and to have people think poorly of me.

A lot of my motivation to care for people was partly because of the love of God that was in my heart for them, but also partly because of my own need. In fact, it's classically understood that many pastors are motivated by their own need to be loved on a massive scale and that's why they choose pastoral ministry as a place to express themselves.

Unfortunately, that doesn't always produce the best fruit. In fact, it can produce a co-dependent relationship between a pastor and the flock that can hinder the Kingdom's expansion. We can become so obsessed with meeting people's needs and caring for them that we end up disempowering them from stepping into their full ministry. We can be afraid to lose them and to empower them.

For me, the problem was on the opposite end. I naturally had a hunger to be liked, but I also had a love for people that empowered me to be pastoral. The challenge is that if I had only done pastoral ministry, I would have never grown a large church. I would have gotten stuck in that codependent dynamic with the people whom I was leading.

I had to discipline myself to step back to empower other leaders to pastor the flock.

Communicating the Vision

As a leader, how can you help your people see a vision for pastoral ministry that they can take ownership of and put into practice?

What does it mean to have the gift of hospitality? What does it mean to be a welcoming community? How can your church become a family that experiences and expresses true love in a way that makes first-time people feel welcome, yet provides a place of community and belonging for those who have been members for several years?

As the senior leader, you are the custodian of your church's vision. You are the one who is responsible, as a steward, to be sure the vision of a loving community is continually expressed and modeled by the leaders around you. You need to create an atmosphere in which people hear and see the power of transforming community.

Let's look at the ways you can strengthen your church's vision for community.

Connect with God

The first step in building and communicating your vision for a pastoral church is connecting with God. Understand His heart for your church and for each individual within your church. Allow His Spirit to release a fresh vision within you of what it means to be a caring community. Write these things down and go over them on a regular basis.

Pay attention to God's voice (what He tells you in your personal times with Him), as well as the prophetic words you receive. Be open to dreams and visions, and let God's vision for the people you love be implanted in you on a supernatural level.

Loving well is easy in the first stages of pastoral care, but it can get a little harder three, five, seven years down the road. Keep turning to God and asking Him for an impartation of His love for people.

Turn to God's Word

Make a habit of going to the Word of God. Allow your heart to be continually refreshed through Scripture, and study its intricacies. *When your vision and purpose are founded in the secret place and the Word of the Lord, nothing can hinder you from getting to the finish line.*

Write and Publicize Your Vision

Write down your vision for community and make it available for your people. You may even want to rewrite it in different ways because every time you record your vision, you empower people to run with it (see Habakkuk 2). Your people need help remembering *why* they are committed and passionate and why they are making sacrifices. Vision provides a sense of purpose for the pain people go through and the sacrifices they're making. Keep declaring, "This is who we are. This is where we're going. This is the kind of love we want to express." This will help people commit themselves to the vision and exemplify it.

Also, use outside sources to confirm your vision, which can be done in a number of ways. Keep your ear to the ground and study the Body of Christ as a whole. Understand your mentors; are you in alignment with the leaders above you in your movement? Are you in some degree of connection with the other pastors in your city? Is your vision reflected across the Body of Christ? Obviously, God gives different visions to different churches, but you will often be able to see how your vision fits in the bigger picture of what God is doing in the rest of your city and region.

Celebrate as People Walk Out the Vision

As your vision becomes known, celebrate those who are walking it out. Even from the pulpit, you can take a moment to point people out: "Sister So-and-So took a meal over to the Joneses when they were sick." Or, "Brother So-and-So is trying to make sure the people under him at his job have a real sense of connection and community." In a thousand different ways, you can illustrate how to do community well with close-to-home, real-life examples. Remember that people will emulate what you celebrate, so make sure you have on-going testimonies of those who are successfully creating community.

Pastoral Culture

"I am the good shepherd; and I know My sheep, and am known by My own." John 10:14

God is love and is motivated by love. Love moves His hands to action and is the driving force of His heart. Our freedom is a pulsing desire within Him. Building a pastoral culture in your church will help each member walk in the freedom and love God has made available to us.

Remember, *culture* is the shared values, priorities and practices, along with the traditions, symbols and expressions, that unite a community. Your culture reflects who your church is at a deep level. As you clarify your values, you establish your priorities—things that are more or less important for how you spend your time, energy, and resources. Out of your priorities emerge your everyday practices (things you naturally do on a day-to-day basis). Each of these individual "steps" works to establish a pastoral culture in your church.

Many apostolic churches that are strong in the prophetic tend to neglect care and community, but we should never do one and leave the other undone. The Church represents the Good Shepherd on the earth; therefore, true and tender care needs to be a part of our culture.

Encultured With Community

In San Francisco, all of our core members were part of our small groups. This is crucial for pastoral ministry. They learned how to live in community. They didn't learn it from the standpoint of, "This is a care group where we are caring for one another." Our small groups were always primarily focused towards personal development. Discipleship was always the primary goal. But, it's impossible to do discipleship without providing pastoral care to some extent.

When providing pastoral care, if people felt like they were encountering issues in people's lives that they could not handle, they could refer them to others who had more expertise. Sometimes, people needed to be referred to the inner healing ministry or to a professional counselor.

3. The Quintessential Ministry Gifts

Because the majority of our church were in small groups (roughly 70%) the value for community was very deep. That value continued to perpetuate itself. Therefore, it was difficult to build intimate friendships with people without caring about their problems in life. As a leader, how do you build a pastoral culture in your church?

Have a Strong Value for God's Father Heart

To build a culture that cares, we need to consider the passion of God's heart. We need to value fathering, which essentially looks like valuing the innocent and helpless among us. We also need to honor sacrifice and practical love, which is love in action toward one another. These things have a tremendous payoff, and they cannot be left to chance. We have to work at them as a congregation and cause them to grow.

Look closely at the five core values of a caring community (providing, protecting, healing, feeding, and comforting) and begin to emphasize and implement them, adapting your church language, practices, and priorities to support them.

Infuse Pastoral Culture Into Your Primary Team

As a leader, give your core team a vision and infuse them with the values and priorities that will help them take the vision as their own and spread it through the congregation. Remember, culture reflects the senior leader's lifestyle and the core community of the leadership team.

Bring Pastoral Culture to Your Congregation

Show your church what it looks like to walk in a loving community with one another. Begin to instill pastoral culture in your congregation through personal interaction, public preaching, testimonies, and ongoing celebration of cultural successes. As you do these things, you will see pastoral culture form. Every movement needs pastors; they are connectors who naturally link a group together in community.

Pastoral Lifestyle

"When the Chief Shepherd appears, you will receive the crown of glory that does not fade away." 1 Pet 5:4

In San Francisco, we had constant pastoral care. It became embedded into our very fabric in an obvious way. How are you creating a pastoral lifestyle?

When you look at the body of believers in your care, do you see the pastoral gift at work among them? The following questions might give you a glimpse of the "pastoral state" of your congregation:

- How inclined are the people toward fellowship?
- Do they enjoy just hanging out with one another?
- How much do they want to be together?

Do they spend time together having fun over a meal, opening up their hearts and homes to one another? Is this a natural value (lifestyle) among your people?

Let's look at a few ways you can build a lifestyle of pastoral care in your church.

Raise Up the Vision for Care and Community

Ultimately, church programs don't endure, unless a lifestyle is already in place that supports them. To build a pastoral lifestyle among your people, teach about pastoring and show them what it looks like, and model it for them. We need to celebrate the actual pastors in our midst, and we also need to celebrate the "regular" members of the church who are moving in pastoral ways (purposefully connecting with one another, caring for one another when people are sick or after surgeries, etc.).

Your senior leader and leadership team need to make a conscious effort to model the pastoral gift in everyday settings. To the extent these values happen in the leadership team is the extent to which they happen in the congregation. As leaders, we have an amazing opportunity to mirror the heart of Jesus as we encourage those around us in family and community.

Identify and Remove Challenges

The Bible tells us to love the Lord our God with all our hearts, souls, minds, and strength, and to love our neighbor as ourselves. The law and the prophets are summed up in that one thought: Love one another (Matt 22:37-40). The power of the pastoral gift is found in that love-one-another command. When your church members are gripped by the same love and care for the vision, they can walk together in pastoral unity that leads them into God's purposes.

Begin to identify challenges that might hinder you and your church from living a pastoral lifestyle. That often means examining your own values and priorities. What do *you* truly value? Look at how you manage your money, spend your time, and allocate your talents to get a good idea of your priorities.

In our church, we had a number of people who were wounded or hindered in their personal lives to the degree that limited them from moving forward into leadership. This being said, not everyone will be developed and grow at the same speed. But as a leader you can adjust those things that are in your control. Does anything need to be adjusted in your life? In your church? Begin to make those adjustments.

Encourage Friendships in Your Church

It may sound trite to encourage your church members to "make friends" with one another, yet the power of the pastoral gift is found in love. For the Body of Christ to function properly, we need connection and family. Pastors care deeply about each individual in the church and help people feel honored, connected, and fulfilled in their participation. We cannot force people to be friends with one another, but we can create an environment where friendships happen naturally. We can cultivate relationships that go beyond cultural and even personal barriers, so we can find true joy with our spiritual family.

Pastoral Structures

"May the God of peace who brought up our Lord Jesus from the dead, that great Shepherd of the sheep, through the blood of the everlasting covenant, make you complete in every good work to do His will." Heb 13:20-21

Jesus is the Good Shepherd. He is the One who supports us, leads us, guides us, feeds us, and restores our souls when we are weary and broken. Every church should reflect His heart of care and love.

All of us should be involved in caring for one another. Pastoral ministry is woven into every aspect of the church, whether you're a senior leader, driver, janitor, worship leader, or children's ministry worker.

Pastoral Department

In San Francisco, we built an inner healing ministry when we reached around two-hundred members. In addition to that, we also had a staff counselor who would provide pastoral care regularly. Although, if our staff counselor did any long-term counseling, he would do it on a donation basis. He was funded by the church only up to a certain point. Three quarters of his salary was paid for by the church and the remainder of his salary came as a certified pastoral counselor and coach. We would also refer people out to a group of other psychologists or marriage and family therapists who we had relationships with.

As our team grew to about seven or eight staff pastors, the majority of their time was spent providing leadership development for our people. The minority of their time was spent in pastoral care. After providing pastoral care for someone they would refer them out to others. Other portions of Pastor's Coach will provide in-depth ministry training for different aspects of church life and programs, but in this section,

3. The Quintessential Ministry Gifts

let's talk about three ministry categories we believe every church should implement in order to grow in pastoral care.

Hospital Ministries

A church is a spiritual hospital of sorts for ill or injured people who need care, "physical therapy," and restoration. This hospital includes your prayer ministries and supportive inner healing and counseling ministries. They integrate God's power and presence to touch people's lives in significant ways. Every church should host these types of pastoral expressions or be able to direct people where to find them.

Family Ministries

Every church needs ministries that support the family. Here are a few common examples of community-building ministries that can help nurture the church family: Children's ministry, Nursery ministry, Youth ministry, Premarital counseling, Small group connectivity.

Home Groups

- The best way to build a loving community is through your home group ministry. A home group is not just a place of community, care, counsel and discipleship, but it is the place where each person's gifts can be drawn out. Home groups function best when they are apostolic in nature and therefore are focused on the multiplication of new leaders, new ministries, and helping people discover their gifts.
- At *Pastor's Coach*, we recommend that every church have a growing small group (also called cell group) ministry. Try to have at least seventy percent of Sunday's attendance be involved in small groups. Obviously, this takes work and time to accomplish, but as you put this ministry in place and watch it grow, you will never regret the rewards you receive as a church.

Pastoral Leadership

"For you were like sheep going astray, but have now returned to the Shepherd and Overseer of your souls." 1 Pet 2:25

In San Francisco, we started a self-multiplying inner healing team that consisted of three people. There was generally a leader, a trainee or apprentice and an intercessor. The intercessor would be developed into being an apprentice and the apprentice would be developed into being the leader of the next group.

We had a self-regenerative, inner healing tool using primarily the resources that were developed by John and Paula Sandford, Founders of Elijah House.

Who are you raising up? Who is your legacy?

Look at your congregation and try to identify the individuals who have a pastoral calling. You could use a gift assessment tool like the one we offer at www.DestinyFinder.com to help you identify the gifts and callings of individuals in your church. As you preach on pastoral care and the shepherd's heart, from time to time do "altar calls" for those who believe they are called to pastoral ministry and see who responds.

Gather these individuals together periodically and pour into them. Make sure they are part of your overall leadership structure, that they value the whole Body of Christ, and that they are part of small groups. Put them in positions of leadership that will highlight their gifting so they can be more impactful. In addition to any other ministry they may be doing, they need permission to function pastorally in their small groups.

Help people discover themselves as caregivers. There are people in your congregation who may be more "people-oriented" than you, and they can be trained as connectors who create a sense of love and community in your church. Foster this kind of relationship with your team.

The Teaching Ministry Gift

We Value the Power of Truth that Brings Teaching, Training, and Transformation.

“Oh, how I love Your law! It is my meditation all the day.” Ps 119:97

Teaching Purpose

Through the books of Moses, the Psalms, Jesus’ life on earth and the epistles, it is clear that loving the Word of the Lord is a key to knowing and walking with Him.

- Psalm 1 talks about those whose delight is in the law of the Lord and who meditate on that law night and day.
- In the beginning was the Word, and the Word was with God and the Word was God. Jesus said, “My words are spirit and they are life” (John 6:63).
- The Word of God is alive and powerful, sharper than any two-edged sword (Hebrews 4:12). We need to understand the importance of the Word and learn to love it with all our hearts.

In standard charismatic teaching, two distinct words describe the way God speaks. *Logos* usually refers to the eternal, firm Word of God, which is our plumb line and point of reference. *Rhema* normally refers to the momentary word of the Lord—that is, it is the word God speaks prophetically through the “still, small voice” within people or through the use of spiritual gifts. The prophetic word of the Lord must never contradict the written Word of the Lord. The gift and ministry of the teacher are absolutely essential to upholding Scripture (*logos*) as we continue to grow in the gift and ministry of prophecy (*rhema*).

Teachers are entrusted with the Word of God at a special level. Jesus Himself was called the Great Teacher. After the Church was formed, His followers continued in the apostles’ teaching, fellowship, the breaking of bread and prayer (Acts 2:42). They delved into the Word of God. Paul, who was truly a teacher’s teacher, laid out the aspects of redemption with beautiful and precise perfection. Look at the way he handled questions of salvation in the book of Romans, or the nature of the Church and of the believer’s identity in Ephesians. His teachings are profoundly insightful and a model for every teacher.

Teaching is not merely the articulation of ideas and principles, but it is a supernatural activity by which an anointed teacher can bring words of affirmation to the human heart. A person gifted in teaching has the God-given ability to take truth, break it into bite-sized pieces and deliver it to the very point of the human heart where confusion and deception have occurred. The teacher can release the truth that displaces the lie and bring the hearer into the freedom Jesus described when He said, “*The truth shall make you free.*”

Just as the evangelist is centered on the good news and salvation of the lost, and the pastor is centered on love and community, the teacher is centered on truth, and the power of truth to bring transformation. *Keys to the teacher’s heart are communicating and conveying truth for training and transformation.*

Unfortunately, in prophetic movements the teacher’s gift can end up being disregarded. It was the predominant gift in the Body of Christ for years, and those who could declare sound doctrine were considered the pinnacle of leadership. This led the Body of Christ to focus more on the letter of the law, not life in the Spirit. Thankfully, the majority of us have come out of that, but we need to be careful we do not correct too far. As Jesus said, truth sets us free. It isn’t the truth we *hear* that makes us free; it is the truth that confronts falsehood inside us—truth that deals with the lies and evicts them from our hearts. That is the truth that actually has value. This requires an anointed teacher, who can bring truth to the human heart.

What If I’m Not a Teacher?

Even if we don’t consider ourselves to be teachers, we can expand our ability to teach by studying the teaching gift, learning how to be teachers and being around people who are gifted in this area.

3. The Quintessential Ministry Gifts

The quintessential leadership gifts of Ephesians 4 focus on equipping the Body of Christ. All of us are able to draw from anointed teachers the resources we need to fulfill our roles more effectively. Even if we are not called to be teachers ourselves, we can still extract from them a measure of “grace” in this area that empowers us to be better teachers than we would be naturally. Remember, we need to be exposed to every aspect of Christ so we can be enhanced in all His aspects.

Teaching Vision

“But his delight is in the law of the Lord, and in His law he meditates day and night.”

Ps 1:2

I came out of the New Age Movement before I gave my life to Jesus. To say I didn’t trust the Word of God would be an understatement. My parents told me that the Bible was translated by an evil king who wanted to control the masses—Therefore, I had very little trust in doctrine and dogma.

It took me several years of reading and studying scripture in a deeper way in some of the original languages to begin to understand that Scripture was actually very much to be trusted in our generation. I also began to really look at other commentators and preachers – listening to their messages and so forth. I came to the conclusion, in an encounter with the Lord, that I was going to accept that the Bible was the Word of God.

In fact, one of the shifts for me that confirmed this happened while reading Billy Graham’s autobiography. At a certain point in his ministry, he was being lured by the higher criticism, liberal theologians to join their movement. And, he made a conscious choice to trust the Bible as it is written without the filters of higher criticism. He said that that was when his ministry really took off; when he finally said, “No. I’m going to accept the Bible.” I finally came into an understanding of the Scripture as the Word of God; the *logos* as well as the *rhema*. This understanding has stayed with me since that time.

Committed to a Teaching Vision

I feel like part of my gifting is to be a teacher. Part of that teaching ability is based in my absolute commitment to the Word of God as it’s written and as we understand it. The teaching gift is tremendously important to Jesus and important to me.

Throughout my history in a charismatic church, I’ve spent about 50% of my time teaching in an expository way because I wanted to teach the Bible verse-by-verse. I want people to understand the Scripture, not as I cherry pick certain passages that I love and that ministered to me only; although I do that. But, I also want to be able to teach the Word in its context and follow the train of thought of the author under the anointing of the Holy Spirit that produced the conclusions that they came to.

This has been a key issue for me. Part of that has been a commitment I’ve made since the mid-1990s to read the Bible through every year. I’ve managed to maintain that commitment pretty strongly with few exceptions over the years to receive the whole counsel of God.

I’m not one who generally tends to make a big dividing line between the Old and New Testaments except to the degree that the Scripture itself advises. I see that Jesus Christ is the same yesterday, today, and forever. I would rather look at the continuity of Scripture as opposed to eliminating any trust in the Old Testament in favor of the New.

Some people even divide the Gospels from the New Testament. They say that Jesus was preaching prior to the New Covenant, therefore His preaching isn’t as trustworthy. I just don’t go for any of that. I see the whole Bible as one, but I interpret it in the light of the covenantal purpose in which each portion was committed.

All this being said, when we developed our church, we raised up a very word-centered church that was very much focused on God as the absolute source of truth. The truth works if you apply it. Jesus said, “You

will know the truth and the truth will make you free.” If the covenant-keeping God said it, I believe it and that settles it. We held to these kinds of principles as a church throughout our history.

The Bible is our hub, mandate and launching point; it is our final constitution in the Kingdom of Heaven. The Scriptures are our full and final authority on true faith and practice. All of us need to wrap our hearts around the Word of God and be transformed by His awesome truth.

As a leader, have a vision that will cause people to understand the power of the Word and bring them into right alignment with it. Your vision for the Word needs to be put on display again and again.

As a leader, how do you build a vision for God’s Word in your church?

Make Your Vision for the Word Practical

Your vision for the Word of God needs to be practical, practiced, and celebrated. Teachers see God’s purposes in His Word and are able to communicate them in such a way that they add to the Body of Christ’s knowledge base and practice. Not only are they anointed to teach the Word, but these gifted men and women are also anointed to impart love of the Word, and even the ability to teach, to other people. As a leader, you get to echo the heart of Jesus as you encourage those around you to go deep into His Word.

Model Your Vision

Like any vision, vision for the Word is first birthed in the heart of the lead pastor or couple. Even if they are not called as teachers, love for the Word of God starts in them, and then spreads to the leadership team.

Is love embedded for the Word in your own life? Does your family study the Word together on a regular basis? Do you as a leader actively seek to connect with God in the pages of His book?

Speak to your core team about spending time in God’s Word. Build up vision for the Word within them. Perhaps you and your leadership team could go to conferences and on retreats that are focused on the Word. Actively seek ways you and your team could fall more in love with God’s Word.

Make Your Vision for the Word a Priority for Your Staff and Church

Spend time preaching about God’s Word and study it as a congregation. Equip your church to really delve into its truth, and reveal how you use the Word to guide your decision-making processes. Counsel others with Scripture and hold people to the standards of the Word. Inspire them and show them how powerful the Word of God can be in daily life.

Celebrate the Word in personal areas of independent study, meditation, and memorization. Also, celebrate the actual teachers in your midst (those in the office of teacher), as well as the “regular” members of the church who love God’s Word and are sharing His truths with others. As you do these things, you reinforce value for the Word, strengthening and upholding your vision for a church that loves Scripture.

Teaching Culture

“For the word of God is living and powerful, and sharper than any two-edged sword, piercing even to the division of soul and spirit, and of joints and marrow, and is a discerner of the thoughts and intents of the heart.” Heb 4:12

The teacher’s powerful love for God’s Word can spread through your entire church. As you build a culture around this love for the Word, God’s truth will become a firm, established part of your congregation.

3. The Quintessential Ministry Gifts

Remember, *culture* is the shared values, priorities and practices, along with the traditions, symbols and expressions, that unite a community. Your culture reflects who your church is at a deep level. What does your church value more than anything? What drives you as a congregation? As a body, what things have you proven you care about again and again? As you clarify your values, you establish your priorities—things that are important for how you spend your time, energy, and resources. Out of your priorities emerge your everyday practices (things you naturally do on a day-to-day basis). Each of these individual “steps” works to establish in your church a culture that loves God’s Word.

Encultured With the Word

In San Francisco, my personal value and approach to the Word of God also carried into the lives of the people who we were ministering to; it became cultural. In our community, we had variations in terms of the understanding of Scripture, interpretations and even translations among individuals. But, the value for the Word of God stayed very strong in our church throughout its entire history. Even with our differences, we had very little variance from orthodox, fundamental evangelicalism. Our practice was more contemporary, but our theology was rooted in an historical approach to Scripture.

Now, part of establishing culture in a church is bringing celebration and correction when needed to keep the culture heading the correct direction. There were several times I had to correct people who were beginning to veer off into false doctrine or even into prophetic interpretation of Scripture that was contrary to its meaning. Because of this, we had to come up with a way of understanding the exegesis of Scripture. We had to steer the culture.

There was the normal, biblical, historical exegesis that we practiced as a church. But to preserve our culture of loving truth, we came up with an idea of what we would then call “prophetic exegesis.”

This is when God uses a Scripture to speak to you something that wasn’t necessarily in the intention of the original author, or in the understanding of the original audience. And, that’s okay. I don’t mind somebody interpreting Scripture prophetically as long as they say that’s what they are doing. But, if they say “This is that,” or “This is what it actually means,” then I take issue with that.

We need to be true to the Scripture as it was written, even if we can grab a verse and apply it because the Holy Spirit happened to highlight it to us in a certain way that wasn’t the original intention. I’m not opposed to this as long as the teacher is acknowledging the difference between exegetical hermeneutics and what would be called “prophetic hermeneutics.”

In differentiating these ideas, we were intentionally building the culture of our church even in the midst of a challenging situation.

Building culture that is embedded with the love of truth and teaching is one of the most important things you can do as a leader.

Here are a few other things to consider as you build your church culture:

As a Leader, Personify the Culture Yourself

Make the love and study of Scripture a priority. Incorporate love for the Word into your own life. Consider the following questions:

- How has the Word impacted you?
- How has it impacted your family and friends?
- Does your family study the Word together on a regular basis?
- Do you as a leader actively seek to connect with God through His Word?

As God’s Word becomes more real to you and you share your love for it with those you are leading, it will become more real to them as well.

Infuse Love for the Word Into Your Primary Team

Live in a culture that honors Scripture. What are the values that undergird your belief that God is true? What are the values that illustrate integrity, consistency and intelligence in the Kingdom of God? How could you reveal your love for the Word on a daily basis? All of these factors have value, and you can promote them to strengthen a culture that upholds God's Word.

Realize the role of intellect and reason in the biblical process. Part of the greatest commandment (Matt 22:37-38) is loving God with all our *minds*. The enlightened mind is not in opposition to the Holy Spirit, for the Bible says we are transformed by the renewing of our minds (Romans 12:2). We need to realize that when God says, "Come, let us reason together," He is talking about a mental process. It is unwise to depend solely on revelation or a vision—we also need to depend on what the Bible says as revealed through the gifted teacher.

Bring Love for the Word to Your Congregation

Begin to instill in your congregation a culture that loves God's Word and revels in it through personal interaction, public preaching, testimonies, and ongoing celebration of cultural successes.

Teachers are anointed to impart a love for the Word. This often occurs through public teaching in classrooms and large group settings. However, a teacher's most basic work is to communicate truth to individual members of the Body of Christ. That is the foundation of the teacher gift, and we call it discipleship.

Teaching Lifestyle

"Great peace have those who love Your law, and nothing causes them to stumble."

Ps 119:165

Teachers are knowledgeable people who seek to understand facts. They care deeply about the truth and comprehend the power of truth to set people free and help them thrive. Love for the Word of God courses through their veins. In church settings, you often find gifted teachers teaching Scripture and lifestyle classes and providing detailed training. Along the way, they impart their gift and love for the Word to others.

In San Francisco, we saw a love for the Word of God in people's lives. In fact, most of our people had a regular Bible commitment. For one whole year, I taught every Sunday message on a One Year Bible plan. I drew from that week's readings to form the message for that week. I had at least half of our church on a One Year Bible reading plan.

We emphasized the importance of the Scriptures again and again and this was our commitment to the five ministry gifts of Christ. Promoting a Bible reading plan was a way to instill the love for the Word of God in the everyday lives of the people in our church. Let's look at a few ways you can start to build in your church a lifestyle that honors and loves the Word of God.

Know Your Vision for the Word

What is your vision for the Word of God? Psalm 1:2 says,

"But his delight is in the law of the Lord, And in His law he meditates day and night."

Ps 1:2

Teachers love Scripture—what Psalm 1:2 calls the *law* of the Lord—and are created to minister God's truth in a loving way to others. Lives are changed as a lifestyle of loving the Word is embraced and established in a church. As leaders, we get to reveal God's heart as we encourage those around us to go deep into God's Word and to teach others to do the same.

Identify and Remove Challenges

God's purpose in the teacher gifting is to bring forth His reality (His truth) in a way that produces transformation. God's word is truth (John 17:17), and Jesus *personifies* truth because He is the ultimate reality. In Jesus, there is an incredible connection to what is absolutely real.

Does anything hinder your church from living a lifestyle that is passionate for God's Word and His truth? You may need to examine your values and priorities. What do you value? How do you prioritize those values? Look at how you manage your money, spend your time, and allocate your talents—are you giving your best for the purposes God created? Are you doing so in a balanced way that is sustainable over the long haul? If anything needs to be adjusted in your life or church, begin to make those adjustments.

Share Your Vision for the Word With the Body

To grow a church that has a lifestyle of loving God's Word, encourage every believer to be in the Word as much as possible. People need to make Scripture a part of them and explore its pages to truly comprehend and experience it. As they begin to understand its worth, the Word comes alive in their hearts and they learn how to "feast" on Scripture in a way that excites and inspires them to share it with others.

The Bible tells us to "*reprove, rebuke, exhort with great patience and instruction*" (2 Tim 4:2, NASB), and we also need to be able to give an answer for the hope that lies within us (1 Pet 3:15). Every believer is called to share what he or she is learning, which is an aspect of the teacher gift.

Teaching Structures

"If you really fulfill the royal law according to the Scripture, 'You shall love your neighbor as yourself,' you do well." Jas 2:8

Wimber used to have a certain perspective. He wanted the church to be equally committed to the Word and to the Holy Spirit. I like that. That is a great foundation to have. But I think, "Well, why stop there?" There are five ministry gifts of Jesus that are presented in Ephesians 4. This chapter gives us an architectural plan for the body of Christ. Each of these gifts were given so we could ultimately reconstitute Christ.

As it says in Ephesians 4:16, that ultimately the full body of Christ would be manifested because each aspect of the gifting of Christ was manifested in various members now walking in dynamic unity with one another.

I see it as more than just a sideshow or an incidental truth. I see it as probably one of the most significant statements of ecclesiological structure that is in the entire Bible. And, I believe that we can take this and use it in that way.

What we see in Ephesians are five gifts that are all in dynamic tension with one another. It's not just the Word and the Spirit, which would be the Prophetic and Teacher gifts.

If you look at it like a five-pointed star, where there are lines between each of the points of the star, they actually all exist in dynamic unity, but also in some degree of dynamic polarity with one another. There's tension but there's also resolution in the cooperation between the different aspects.

We saw the teaching gift as the fundamental framework that empowered all the gifts. It wasn't foundational in the sense of Ephesians 2:20 (See Eph. 2:20). But it is absolutely fundamental in terms of our understanding of Truth and how to walk out Truth in this world.

The passion for truth is essential to the Body of Christ. It is to be like a fire that burns in every member. How do you ignite passion in people's hearts for the Word of God? Let's look at a few hands-on, practical ways you can help grow a deep love for God's Word in your congregation.

Offer Adult Classes That Teach the Word

Some people in prophetic communities dismiss the idea of structure, believing it flies in the face of flowing with the Spirit and being spontaneous. But that isn't necessarily true. Structure is the vehicle that helps us deliver and produce what we want the church to grow in. For instance, a discipleship class is a structure that can help people learn more about Jesus and begin to walk in deeper intimacy with Him. Though the class is a planned group (something structured), the outcome of taking the class is greater intimacy and understanding in how to flow with the Spirit.

You can build simple, "easy" structures throughout your church that help communicate and teach Scripture. Though most transformation doesn't take place in a classroom, the necessary *fuel* for transformation can.

Many churches build schools of ministry to communicate God's Word, a lifestyle of revival, and other key elements. With any school you build, however, remember you still need to have real-life contact between parents and children—that is, between disciple-makers and people who are seeking training.

Help People Own What They Learn

Create within your people a sense of ownership of Scripture. What they are learning needs to take root inside them and be carried out the door with them when they leave each day: "I'm going to this class, and I'm learning these things and I own them; they're a part of me, and I'm committed to carrying them and giving them away to others." That sense of ownership is *crucial*. It should be a goal of every church to have all members ready and trained to equip others with Scripture.

Training Up Leaders in Small Group Settings

Self-multiplying structures such as home groups disciple people and help them grow in skill, experience, and relationship. In whatever ministry, group or class you are leading, train up your replacement (for the purpose of replicating the group and starting new ones). Encourage your trainees; disciple them and let them teach portions of the class as they are able.

Don't neglect the power of small groups. They act as a primary delivery system for every aspect of Christ to your people. Make sure your people are invested in small groups, communicating with each other and processing Scripture together as a normal part of their Christian life and community experience.

Make Sure You're Doing It First

Living things grow from the inside out. Build structures that begin in the heart and grow out from there. Make the love and study of Scripture a priority in your own life. Do this at home and with your staff first, and then try to build it in the lives of the next generation of leaders, so they in turn can multiply it into others in your church.

Make sure your structures are organic and flourishing from the inside out, so the members of your church can be fully equipped for every good work in Christ. In this way your church can bring transformation to the world around you.

Teaching Leadership

"Your word is very pure; therefore Your servant loves it." Ps 119:140

Do you know who the gifted teachers are in your church? What can you do to engage with them and promote love for God's Word among your people?

Unfortunately, teachers don't always survive well in prophetic environments because they love the Word of God so much and can become offended if Scripture seems to be undervalued. We encourage you to look for these people. Celebrate them and pull them up to a new level of participation.

3. The Quintessential Ministry Gifts

Bible schools and seminaries exist primarily for those who are called to teach—they train teachers. Obviously, not every teacher has to go to seminary, but we recommend that those who are called to teach consider getting more training at a seminary or other advanced biblical training school . They can help lay a strong foundation in the life of the teacher and their spiritual abilities.

Local Teaching Leaders

In San Francisco, we had teachers whom we had trained and raised up. They would handle most of our elements related to discipleship. We made sure there was a representative in each of our small groups who was helping new people, new believers, and visitors, to climatize themselves in the Word of God to what we believe.

We had a full set of Bible classes that were on Sunday mornings. We had two services and these classes would be at the alternate service. We also had a Bible school where we taught theology. There was never a season when we weren't doing intensive training in the Word of God and empowering people.

Our teaching ministry oversaw all of our conferences and equipping efforts on a broader scale. Our teachers worked with leaders in other areas to make sure the Word of God was represented clearly. There would be strength added to those different ministries by those who treasured the Word of God as their primary focus and priority.

Review

Questions

1. What are the five ministry gifts of Ephesians 4:11?
2. What is the primary focus of the apostolic gift?
3. What is the primary focus of the prophetic gift?
4. What is the primary focus of the evangelistic gift?
5. What is the primary focus of the pastoral gift?
6. What is the primary focus of the teaching gift?
7. What is the purpose of these gifts according to 4:12?

Answers

1. Apostle, prophet, evangelist, pastor, and teacher.
2. Training and sending – Mission and multiplication.
3. Discerning and declaring – Presence and power of God.
4. Proclaiming and demonstrating –The Kingdom and the gospel.
5. Caring and keeping – Community and healing
6. Teaching and discipling– Truth and transformation.
7. To equip the saints for the work of ministry.

4. Church as Spiritual Family

Three Types of Churches

I love the Church of Jesus Christ, and I have committed the last forty-five years of my life to serving the Body of Christ in one form or another. Twenty-five of those years were spent as a senior pastor in the heart of San Francisco. Yet in my quest to help the Church become the glorious Bride without spot or blemish, I am compelled from time to time to hold up a mirror because I need to be able to see myself clearly.

Much of my love for the Church was formed while working with an amazing man named John Wimber, who founded the Vineyard Movement. I was first attracted to Wimber because of his emphasis on the supernatural. In 1984, my wife, Diane, and I attended the MC510 Conference in Anaheim with around 2,500 other people, and we received a powerful impartation from God. I immediately signed up for the next conference on church planting, and was surprised to find there were only about 25 registrants. I had the unique privilege of spending four days in a small group with John Wimber and Bob Fulton, learning the principles of church leadership Wimber had discovered while working with C. Peter Wagner in the Fuller Institute of Church Growth.

Wimber began this workshop with a series of questions that shook me to my core:

“If you were NOT a leader in your church, would you GO to church there?”

“As a pastor, what business are you in?”

“And how’s business?”

To be honest, I had never considered those questions. Then Wimber made an incredible statement: “For most pastors, doing church is a lot like playing basketball without a ball and without a hoop.” In other words, we are going through a lot of motions but never really scoring... “doing church” has become a sophisticated form of pantomime. In fact, up to 80 percent of the time, energy and money of most churches is spent on maintaining the status quo, not really advancing God’s Kingdom.

This is confirmed by a study I read a few years ago that stated that not a single county in the United States had experienced “conversion growth” at a level that exceeded population growth. It is widely known that some of the largest churches in our nation are situated in neighborhoods with some of the worst social statistics, with soaring crime rates, divorce rates, and teen suicide rates. All we have to do is look at the national trends of racial tension, gay marriage, homegrown terrorism and a hundred other problems to realize we have our work cut out for us.

Fantasy Church

Vision Without Evaluation

For most churches, the Sunday service is the primary indicator of the church’s health. They measure how many people attend, the size of the offering, the “flow” of the worship and the impact of the message. These are fine things to measure; the only problem is that Jesus did *not* say, “Go into all the world and hold great Sunday services!”

Jesus had a set of priorities that governed His ministry on the earth. He came to declare and demonstrate God’s Kingdom. He came to seek and save that which was lost. He came to heal the sick and cast out demons. He came to make disciples who make disciples. He empowered us to raise up leaders who would go on to equip the saints for the work of the ministry. Each of these points is easy to preach but challenging to implement. These are the very things we must evaluate if we are to ever honestly answer the question:

4. Church as Spiritual Family

“How’s business?” The major issue with the Fantasy Church is thinking that *preaching the vision* is the same as *fulfilling the vision*.

Passion Without a Plan

Passion is a powerful asset to any person or organization, but passion without a plan is like a fire hose without a firefighter. It will spew water everywhere but rarely succeed in putting out the fire. In order to harness passion and produce real results, we need to have a plan, and that plan needs to have measurable goals and objectives. Many believers think that planning is “carnal,” but Scripture says God has a plan and is “*working all things after the counsel of His own will,*” (Ephesians 1:11). Although the resources of Heaven are unlimited, on earth our access to time, talent and treasure is always limited. Planning is an expression of wise stewardship that empowers us to maximize our influence and impact in the world around us for His glory.

The key to wise planning is beginning with the outcome in mind. According to Isaiah 61:1-4, the Holy Spirit anointed Jesus—and by extension, us—to bring transformation to souls, saints, and the different spheres of society. That may not be the only agenda on God’s heart, but it is a good starting point. If our “business” is to reach and enfold the lost, to equip and empower the saints, and to transform the world around us ... what kind of plan will accomplish that outcome?

Maintenance Without Movement

Many churches exist in order to continue to exist. Most didn’t start out this way, but as the years passed, they gradually succumbed to the tyranny of the urgent and the inertia of tradition. Rather than spending the majority of their resources running toward a God-given vision, they became overwhelmed with managing people, problems, buildings, and budgets. They are no longer playing to win, but “not to lose.” Although their vision and mission statements may declare the grand purposes of God, if you look at their calendar, checkbook and programs, they are designed to maintain the status quo.

Keep in mind that fantasy churches come in all shapes and sizes, and they also come in various degrees of fantasy; some are only 25 percent fantasy church, while others are 50 or 75 percent fantasy. Whatever the “Fantasy Factor” we must do our best to gradually eliminate the areas in which we major on minors and squander our time, energy and money in non-essentials. Instead, we must refocus our ministry to fulfill the things that are central to the heart and ministry of Jesus.

Factory Church

In 1984 after completing my training for ministry, my wife, Diane, and I started a Vineyard Church in San Francisco that grew rapidly and became one of the largest churches the city had seen in a generation. But after fifteen years of great success, we hit a series of problems that caused multiple fractures in our church. In 2000 we started over with a group of less than two hundred. This restart took a couple of years to get moving, and I gradually became frustrated, comparing the challenges of that season with the great breakthrough we enjoyed in the past. For whatever reason, we couldn’t seem to regain our previous momentum. As I talked about in the last chapter, we felt like we were playing basketball but not scoring.

Around this time, I heard about a cell church strategy from Latin America. As I investigated it further, I discovered a brilliant and well-organized system of soul winning, discipleship and leadership development that was bearing great fruit around the world. This system was committed to the ministry and gifts of the Holy Spirit and provided great biblical curricula that covered a wide range of topics. In other words, they had developed a “plug and play” system for fulfilling the Great Commission. We tried it on for size, and in the beginning it brought some real benefits to our church; however, after a year or two it began to feel a lot like Saul’s armor – it just didn’t fit. We found ourselves no longer doing *family*. Instead, we were doing *factory*.

Living things grow from within, and our approach to implementing this system ended up being artificial and mechanical. Within a short period of time, we found ourselves having to work harder and harder to keep the machine functioning. Our leaders were initially grateful for the clear structure and strategy, but eventually they became burnt out from trying to prop up a system that was consuming more life than it was imparting. I call this phenomenon *factory church*.

Like fantasy churches, factory churches come in all shapes and sizes. They are not necessarily all cell churches (like we were at the time), but they are any ministry in which the program squeezes out God's presence and the people's passion. Here are a few earmarks of a factory church that will help you understand it in greater detail.

Wineskin Without Wine

Jesus was the first to use the wine and wineskin terminology. In my book *Revival Culture*, I refer to this as "the coffee and the cup." Church is all about the coffee but coffee is of very little use without a cup of some kind to hold it. That cup can be ceramic, paper, or plastic—but without a cup we can't enjoy the coffee. At the same time, the cup without the coffee would never wake us up.

I love structure and systems. Charts are my love language, but I also realize that structure without substance will eventually bring some form of death. Many leaders have become preoccupied with structure at the expense of the life-giving substance, and those churches have begun a journey into an increasingly lifeless faith. A factory church must eventually resort to control and subtle coercion to keep people committed to the structure after the thrill is gone.

A factory consists of templates, conveyer belts, molds, and cookie-cutter forms that function well only when everyone conforms. The problem is that we are all diverse in history, temperament, spiritual gifts, and calling. If we try to fit everyone into a single mold, people will gradually find themselves growing oppressed and they will become resistant and resentful. The only way to overcome this is to apply more pressure and control, which works against the spiritual life of the church and eventually kills all momentum.

Duty Without Delight

Every church has a culture of motivation that energizes the members to serve and sacrifice. The primary motivation of a factory church is almost always *duty*. Duty is a noble virtue and a necessary safety net for us when other motivations fail. Unfortunately, duty is not a sustainable motivation for long-term service, especially in our generation. Most leaders of a factory church emphasize the obligation of members to sacrifice like Jesus sacrificed for us, yet Scripture tells us that even Jesus needed more than mere duty to fulfill His destiny. Hebrews 12:2 says that He endured the cross "for the joy set before Him."

The main cause of burnout in any church is the motivation of duty without delight. If Jesus needed a joy set before Him, how much more do we? Many things can bring your people joy, but I believe the greatest source of joy for the believer is the confidence that we are pleasing the Lord by being fruitful in His will. Jesus declared the purpose of His entire teaching on fruitfulness was to help His followers be filled with joy (John 15:11). True joy is found in discovering and fulfilling the unique **destiny** God prepared for you.

Organization Above Individual

The purpose of a factory is to utilize people and resources to produce a profit. When machines and resources wear out and are used up, they are replaced. All things within the organization exist for the sake of the organization. But that is not the way God's Kingdom works. There are two priorities in the Kingdom of God: The church "organization" and the individual member. Both are important and both need to be grown for His purposes to be fulfilled. The question concerns the priority of God—which is the cart and which is the horse?

4. Church as Spiritual Family

A factory church puts the “cart” of organization in front of the “horse” of individual development. This inevitably causes us to see people as expendable resources that God brought to fulfill our vision and mission. The problem with this thinking is that when we put the cart in front of the horse, we miss *God’s* vision and mission. There is no higher mission for any church than to help develop every member to fulfill all Jesus created them to be and do. Jesus’ important last words were, “*Go into all the world and make disciples...teaching them to do everything I have commanded you.*” The Great Commission is not about “people utilization” but about people development.

It’s time to move from fantasy and factory to God’s solution: *family*. In the next chapter, I hope to illustrate the power of the family church and give some keys about how you can turn your church into a people development incubator.

Family Church

Diane and I raised seven children while planting and pastoring a thriving church in the heart of San Francisco. My understanding of family, both natural and spiritual, is shaped by the challenges and victories we’ve experienced over the years, and in my estimation, the highest expression of church will always be the family church.

Since the beginning of time, God’s primary means of fulfilling His purposes has been family. Yet in my experience as a pastor and a mentor to other pastors, I’ve noticed people have a variety of ideas concerning what “spiritual family” actually means. It seems that family church is a bit like the story of the blind men and the elephant. The one who feels the leg believes the elephant is like a tree. The one who feels the trunk believes the elephant is like a hose. The one who touches the tail feels a rope. Perception always informs definition.

As I’ve coached pastors, I’ve found that leaders around the world typically use the word *family* to mean “a safe place to belong.” Although this is a key dimension of family church, most churches that use this definition are actually doing fantasy church to one degree or another. While I agree that family is first and foremost a safe place to belong—it must be more than that as well.

Many leaders also consider the family church to be a place where they can raise children who serve the family. Yes, an important aspect of the family is raising children to serve God and others; however, many who use this language are doing some form of factory church. I’m going to give you a description of true family church that will inspire you to build the spiritual family God has called you to build.

Individual Above Organization

In every family, tension exists between the value of the individual and the value of the group. If we put too much emphasis on the individual, it can lead to low commitment and high chaos. On the other hand, an imbalance toward the group leads to control and conformity that stifles the uniqueness of the individual and eventually harms the family. I believe this tension is best resolved by deciding which of the two is the “cart” and which is the “horse.” Although the health of the individual and the organization are both essential to fulfill God’s purposes, I believe that thriving individuals can build a better, more effective organization than a thriving organization can build the best people.

God created family with the prime directive to “be fruitful, multiply, fill the earth, and subdue it.” This directive presupposes an ever-increasing number of new families and requires the full development of every child into a mature, powerful, responsible adult. The overarching purpose of “family” isn’t to maintain itself but to *multiply*. How? By developing every member and sending him/her forth to create a new family. As I said in the introduction, true family is not about raising children—it’s about *raising adults*. This requires a priority structure that favors the individual slightly above the organization.

In a healthy family, the father and mother want their children to succeed and go farther than they did. They sacrifice so that their kids will have a better life than them and be better than them. But to

accomplish that, the wise parents train their kids and incorporate them in the vision for the whole family. It's not letting the kids do their own thing apart from the family, or exalting the child so much that the parents cater to every whim of the child. No! It's making each individual child's destiny more important than the parents, but involving them in the entire family's destiny as part of the developmental process. And that includes disciplining them and training them so that they mature and learn responsibility...so that eventually the children become mature adults and wise parents themselves who raise up a new generation... and so on. That's multiplication.

Diversity and Unity

One of the things that makes family church so challenging is the tension between unity and diversity. Without unity we can never accomplish the goals God has given us as a family. At the same time, without a commitment to diversity we will never have the full representation of the different aspects of Jesus—and we will never be able to achieve the synergy described in Scripture as diverse members of Christ's body function together as one (1 Cor 12:12).

Diversity is one of the most important distinctions between a factory church and a family church. Factories are designed to spit out uniform products in an efficient and effective manner, while true family is built on the understanding that we are all different by God's design. We will only be truly fruitful as a unit when we discover and fulfill our unique personal destinies as individuals. A family church allows every member to be different from one another and yet unified in heart and purpose. It also depends on the creation of structures and systems that can be adapted and customized to each person's unique journey.

Development Above Delegation

Most pastors are decent delegators but not good developers. Most of us are so busy running the "program" of church that we are unable to be intentional with our people. The tyranny of the urgent inevitably causes us to shift from *people development* to *people maintenance*. In addition, many of us lack a clear strategy to develop the people in our churches in a personal yet measurable way. As a result, many pastors default to mere delegation to keep the boat afloat.

One of my sons came to me a few years ago to share something that had upset him as a child. "You and mom used to joke with each other in front of us, saying, 'Honey, don't do the dishes. That's what we had children for.'" Although my son knew it was only a joke, it still hurt his heart.

I didn't conceive my biological children so I would have someone to do my chores for me. I had sons and daughters to consummate my love with my wife and to raise up the fruit of that love to fulfill every potential and overcome every obstacle they might face. I had sons and daughters so they would fulfill God's purposes by blessing others and raising up the next generation.

Unfortunately, some pastors believe God brings people to their churches to do the "chores" of ministry for them. They become frustrated when their people refuse to volunteer or if they burn out too quickly. Often, leaders mistakenly put the cart before the horse by setting the organization above the individual and delegation above development.

Over the years, I've come to realize that, as a good father, I must guide my children into ever-increasing levels of maturity and responsibility. I do this not for *my* sake or for the sake of the family as a whole, but it's for the sake of the individual. Delegation is important, not as an end in itself but as a vehicle for personal development and maturation. True family church is not merely about creating a safe place for people to **belong**. It's also about creating a place to **become**: a dynamic, developmental environment in which every member is able to discover and fulfill the purpose for which God created them.

I want to encourage you, as a senior leader, to think in terms of family in everything you do. Incredible beauty exists in the family. It is about relationship, covenant, connection, and ultimately this idea of multiplication as we help people move developmentally from immaturity to maturity, from innocence to knowledge. All of these things are part of the family concept. Family is a place of intentional development,

where infants become toddlers, and toddlers become teenagers, and teenagers, adults. That is all because you as a leader, as a spiritual father or mother, stepped in and created an outcome that produces that result. As you go towards creating family, don't neglect the developmental side as you embrace the relational side. Make sure the two come together so ultimately everyone in church rises up in the fullness of who God has created them to be, so you can bring transformation to the world around you.

Family values are the foundation for everything we do. This is how we avoid becoming a Factory Church. See Chapter 5 on Church Culture for more on values.

God's Gift to Humanity: Family

God has one solution to the pain and suffering in this world: to raise up healthy families who will extend His heavenly family through the whole earth. We live in a world where the wounds of spiritual orphanhood have impacted every soul. Yet the good news is that every spiritual orphan and every broken heart can encounter our heavenly Father and find a home with Him, in His family. This is the heartbeat of heaven and the overarching purpose of God: That the earth would be filled with the knowledge of the glory of God as the waters cover the sea.

To fulfill this amazing purpose, God has a threefold strategy: creation, redemption and restoration. To accomplish each of these strategies, God has created one methodology: FAMILY. Let's look at each strategy individually and see how the key to fulfillment is found in family.

God's Strategy in Creation

God created the earth for a purpose, to birth a people who were made in His image to display His glory throughout the universe. God created us for both relationship and partnership. He wanted to know us and be known by us—that is the relationship part. At the same time, God is the Creator of all things and, therefore, with God it's impossible to have a relationship without also having a partnership.

When God gave our first parents the "be fruitful" command, He was setting in motion His plan to rule the planet through a partnership with those who were made in His image. In addition to the desire to bond with a spouse and produce children, He also put in our hearts a deep love and passion for our offspring, so we would treasure our babies and care for them unconditionally.

Then He placed within us an urge to see our children exceed and surpass us, and that impulse translates into a desire to impart identity, community, maturity, responsibility, and destiny. That impartation typically takes place over the course of eighteen years, and in a healthy family, it can continue for the rest of the child's life in some form or fashion. Family was created as God's perfect method for fulfilling His purposes on earth.

God's Strategy in Redemption

Unfortunately, sin entered the world and damaged the family in a massive way. God's intended method for "filling and subduing the earth" became a source of brokenness and sin throughout the generations. Although family continued to function biologically, it developed and propagated huge spiritual problems that touched every nation, tribe and tongue. However, God was prepared, and He set in motion a redemptive plan that still used His strategy of family, despite humanity's brokenness and shortcomings.

When He called Abraham and Sarah to leave their home and journey to a new land, He promised they would raise up a family and that through their seed, all the nations of the earth would be blessed. They could not possibly have known the extent to which their "SEED" would remove the power and penalty of sin and restore God's good purpose to the earth.

But surprisingly, in spite of God's specific promise, Abraham and Sarah were unable to conceive a child. They waited over twenty-five years, long past their natural childbearing age—until Sarah finally became

pregnant and Isaac was born. Isaac and his wife, Rebecca, later gave birth to Jacob, and Jacob became the father of twelve sons, who in turn produced twelve tribes, and those twelve tribes ultimately became the nation of Israel, God's own people.

However, God's purpose wasn't merely to have a nation He could call His own. His purpose was the redemption of all humankind. Over the next two thousand years, He raised up a people who would be shaped through the Law and the Prophets to be a nation through whom He Himself would be born in human form—in Jesus Christ, the Son of God. And through Jesus all the nations of the earth are now blessed.

God's solution to the damages of sin was to raise up a family that would ultimately give birth to the Redeemer. Family is God's methodology, not only in creation but also in redemption.

God's Strategy in Restoration

The story doesn't end there, because Jesus did not come merely to redeem us from the power of sin. He also came to *restore* us to God's original intention in creation. Restoration is the third area in which God uses the methodology of family.

When Jesus began His ministry, He gathered twelve men and a group of women (Luke 8–9), and began to pour His life into them. They were His spiritual sons and daughters. He extended His family to seventy others, and that number continued to grow (Luke 10). After He accomplished His death on the cross, He told His sons and daughters to go forth and fulfill the Great Commission—an amazing statement that reiterates the command given at creation, as well as the command given to Abraham and Sarah. He instructed His disciples to “*Go and make disciples,*” meaning to produce spiritual sons and daughters. We are commanded to raise these sons and daughters up by teaching them to do everything He commanded us, including the commission itself: to go forth and make new sons and daughters.

God's strategy for restoring the earth to His intended purpose is to raise sons and daughters into spiritual mothers and fathers, who will give birth to new spiritual sons and daughters through the declaration and demonstration of the gospel. These new spiritual babies will be loved, cared for, trained, and developed, and eventually they will mature into spiritual adults, who will then give birth to new spiritual sons and daughters—until the knowledge of the glory of God fills the earth as the waters cover the sea (Habakkuk 2:14).

Many church leaders are *trying* to be spiritual parents, but how do you know if you are doing it well?

Family is More Than Belonging

Over the years, I've had the privilege of coaching hundreds of pastors from a wide variety of churches. In almost every case, the word pastors use most often to describe their ideal church is *family*.

As a pastor, you are called to be a spiritual mother or father who raises up spiritual sons and daughters who will develop much like a natural family. In a biological family, people are born essentially undeveloped, but there is a process of development by which they become who they are ordained to be. We see this clearly in the natural family. The responsibility of a mother and father is to take a child and help her grow. Relationship, love, tenderness, cuddling on the couch—all of these things are very important, but we also help our children grow by teaching them to clean up their toys, make their beds, and do their homework. Why?

Because our ultimate goal is not to raise children. Our ultimate goal is to raise adults who can live fruitful, functional lives. If we want them to be mature at 21, we have to start when they're 3 years old as we teach them to clean up their toys.

Children first need to belong. But then they need to become...

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In our world, there is strong sense of spiritual orphan-hood that has produced a deep hunger for the “Father Heart of God”. This desire has been answered in recent years by dozens of books and conferences that address this topic and seek to heal this problem. Unfortunately, this has led some to “romanticize” the concept of God’s Fatherhood and spiritual family in an unhealthy way. People come to church and ask, “Will you be my spiritual parent?” thinking it will make up for all that was lacking in their past. We have to work against romanticism as we seek to institute family in our churches. Otherwise, we run the risk of cultivating a demanding attitude or a sense of entitlement in our members that will eventually lead to a critical attitude when expectations are not met.

Family is supposed to be fun and fulfilling. In every family, there are times when we cuddle-up-on-the-couch, tickle on the floor, and times when we connect to one another deeply and relationally, but family isn’t only about Disneyland vacations, Thanksgiving, and Christmas. Those experiences, although wonderful, are only a small part of what family is all about. Family is also about sharing your toys, making your bed, taking out the trash, and learning how to drive. In other words, a significant part of family deals with growing up.

As we’ve discussed, family is God’s methodology for extending His Kingdom throughout the earth. The ultimate goal of family is to reproduce new families by raising up sons and daughters into mature adults, who in turn raise up sons and daughters and so on. For this to happen, we need to set our sights not merely on raising children—but on *raising adults*.

If my goal is only to raise a child, I will begin to lose interest in the teen years, but if my goal is to raise an adult, I won’t be content until I see my children’s children. The same is true of spiritual family. If my goal is only to birth new converts (versus raising leaders), ***my church will stay a spiritual nursery forever.***

The Gifts Imparted in a Healthy Family

Here are five things you, as a healthy parent, need to impart to produce healthy spiritual children who will make you a proud spiritual grandparent.

1. The Gift of Identity

Impart a Secure Identity

We live in a fractured world with a thousand pressures bearing down on us from all sides. A fractured world tends to spread to communities, families and ultimately individuals. As a result, many of us grow up without a sense of secure identity, and when we come to Christ, and try to step into our new identity in the Lord, we find ourselves struggling to embrace who God has made us to be. One of the most important gifts a parent can give a child is a sense of secure identity. This is the same with spiritual parenting.

One of the first things a child learns is his or her name. In faith-filled homes, a child’s first name is often chosen after prayer and consideration, but the last name is a statement about the family of origin. Names reinforce identity. Identity is formed in an environment of love, intimacy and care. The same is true in the Kingdom. Some of the first things we learn as new believers are how much we are loved, who we are in Christ and who Christ is in us. Those things are the foundation of Christian identity.

Unfortunately, many of us were raised in broken homes by imperfect parents who were unable to impart a sense to us a true sense of identity. As spiritual parents, we need to bring healing to the broken parts and impart true identity to our spiritual sons and daughters in a way that fosters stability, security, and personal victory. Here are three dimensions of identity that need to be imparted and reaffirmed throughout our lives.

Fearless Faith

The foundations of identity are laid in the first moments of life but continue to grow as the child grows. This is true both in the natural and in the spiritual. The sense of safety, care, and provision are imprinted

on the heart of a child long before they are able to carry on a conversation. This sense of deep security is actually an expression of faith. In other words, the presence of the caring family (mother, father, siblings, and friends) imparts an understanding of God's existence and nature that will stay with the children throughout their life.

If we want to have a true family church, we must be willing to be there for new believers and members, providing the care and understanding that will secure their identity deeply in the Lord and the family.

Unlimited Hope

Hope is the positive expectation of future good. Hope is based on the certainty that God's promises are sure and steadfast. As He said, *"I know the plans I have for you, to do you good and not harm,"* (Jer 29:11). This confidence in a good future empowers us to sit higher above disappointment, discouragement and negative circumstances.

As we seek to be a spiritual family with strong identity, we continuously need to challenge false beliefs and replace them with the sure promises of God's Word.

Unconditional Love

Perhaps the most important foundation of our identity in Christ is found in our ability to experience and express God's unconditional love. Those of us who are parents in the natural understand the *automatic* nature of the love we feel for our children. The moment we see them; we cannot help but light up with delight. Even at the worst moments of inconsolable crying, a healthy parent has access to supernatural patience to love their child (Gal 5:22–23).

A common mistake made by uninformed believers is to confuse love with blessing. While God's love is absolutely unconditional, His blessings are almost always conditional. As a wise spiritual father, I need to convince my children of my unconditional love in such a way that when correction is needed, it's never manipulative but always a true expression of God's heart.

Unconditional love doesn't mean we get to sidestep moments of instruction and correction, because *"those the Lord loves He chastens and scourges every son who comes to him"* (Hebrews 12:6). Correction is an expression of unconditional love and must be done in a loving manner. However, by the time my child is old enough to need correction, they are secure in the knowledge that they are loved and confident in their own identity that they can joyfully receive instruction and grow as a result.

Spiritual parenting is an absolutely necessary part of making disciples and leading churches. Just like natural parenting, it is not always easy but when it is done well the rewards are phenomenal. Each of us are called to be a spiritual father or mother to the people that you are leading. One of the most important gifts you can give your spiritual sons and daughters is a solid sense of who they are in Christ, who Christ is in them and who they are in the family of God. They are valued. They are loved. They belong. As we impart Kingdom Identity to our spiritual sons and daughters we will lay the foundations for the next generation of world-changing leaders to arise.

2. The Gift of Community

As I have said before, my wife, Diane and I have seven children. Although they are all now adults, they weren't always. In fact, as a homeschool family on the mission field of San Francisco, our kids were almost always together and that made conflict and competition a normal part of our lives. It seems like Diane and I were often intervening in some kind of dispute or disagreement. This is why it became essential to give our children the gift of community by teaching them to love one another, share with one another, forgive one another and persevere with one another.

In a natural family, children thrive on a sense of connectedness. Family is where the value for community is introduced and imparted. The same is true with spiritual family. Every believer needs to be committed to some kind of ongoing fellowship with other believers in order to grow. Community teaches us that we

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are not alone, that we are not self-sufficient, and that we deeply need one another. Let's look at three different aspects of community that bring life to every church.

Communication

The first step in developing community is to understand the capacity for communication. For the first several years of a child's life, communication is mostly nonverbal, but as the child learns words and forms sentences, communication becomes easier. The same is true for a new believer coming into God's family. Initially they won't know the lingo, the Bible, or even the "rules" of the house, so they need to be lovingly instructed as to how to become part of the community.

The importance of communication grows deeper and deeper as a person matures in Christ. The ability to share our hearts with one another, to communicate our needs and desires—these are part of what it means to be a family. We can't assume that everyone who comes to Christ—or even every person who already knows Him—has the ability to communicate well, so we need to develop a culture of clear communication and help people understand one another.

Generosity in Sharing

One of the first things a child needs to learn is how to share. Initially sharing centers on toys and food, but as adults it means our time, talents, and money. The foundation of community is generosity. When the early church gathered together, Scripture says they had "*all things in common.*" That is an incredible level of sharing among the saints. People in the family need to be taught how to share. They need to be taught how to give, how to tithe, how to love others in practical ways. Why? Because that is what community is all about.

This is why I believe so strongly in the power of small groups. Sunday services accomplish many wonderful things but they can never teach us to share life with each other like a small group can do. There are many different small group models, some can be ingrown and of minimal value. At Pastor's Coach we have developed a small group model that maximizes the sharing of gifts and actually serves as a personal destiny incubator: Each member helping each other discover and fulfill God's calling in each person's life.

Conflict Resolution

Community doesn't only need to be built—it must also be maintained. This happens through healthy conflict resolution. As a dad I repeatedly had to train my children to admit when they were wrong and to ask for forgiveness. Many people grow up with a sense of guilt and shame, and when facing conflict, they will resort to defensiveness, blame, and accusation. We must train people in the truth of Scripture: that love believes all things, hopes all things, endures all things, and never fails. We need to believe the best about each other, and we need to stand strong against the accuser of the brethren (Rev 12:10).

As we teach our spiritual children to "not let the sun go down on their anger" and "keep the unity of the Spirit in the bonds of peace" we will cultivate a culture of forgiveness that will demonstrate the love of Jesus to the earth.

The Gift of Community is one of the greatest blessings we can bestow on our spiritual sons and daughters. In order to accomplish this, we must reject the tendency to be "passive-aggressive" in our leadership styles. We must be careful not to play favorites but be consistent in our instruction and correction. As we lovingly model and celebrate Kingdom Community, we will see our spiritual offspring grow into caring, mature and powerful spiritual adults.

3. The Gift of Maturity

As a father of seven, I had children in my home for over 30 years. Each of my children was so different from the others in temperament, gifting and talents. This made a "one-size-fits-all" approach to parenting impossible. But what was even more challenging was that each child was at a different point of maturity at any given time. This diversity made it difficult to navigate the positive aspects of parenting but it also

made it hard to bring discipline and correction. So, we had to establish a simple ground rule: Immaturity is not a sin. We do not correct for immaturity but only for defiance.

Yet, as a child grows up, he or she is expected to display increasing maturity. Although physical maturity is inevitable, emotional maturity must be intentionally developed. This is also true in the Kingdom of God. Spiritual maturity is a combination of our ability to consider others above ourselves; to process disappointment and pain without blame; and to live in a proactive, not reactive, manner. Spiritual parents need to tune in to the maturity level of their sons and daughters to help foster growth as time passes.

Let's take a look at a few ways we can help facilitate growth in our kids.

Objectivity

In the past some of the Aristotelian scientists thought the earth was the center of the universe, but a new perspective revealed we are just one of many planets rotating around our sun. That is maturity. It is objectivity.

By nature, every person is self-centered and perceives the world through a limited lens. In order for a person to mature, they need to begin to see the world through a larger lens, which is the movement from subjectivity to objectivity. When we come to Christ, we have to learn we are no longer the center of the universe—Jesus has assumed that role. The foundation of maturity is the ability to look upon the needs and perspectives of others and see the world through their eyes, so we can love them in truth. That is the essence of the golden rule.

Delayed Gratification

A mark of immaturity is a demanding spirit that expects everything to come to us the moment it is desired. This "spirit of entitlement" is the root of much pain in the world. So many people in our society have become borrowers who end up slaves to the lender. We need to understand that sometimes our needs and wants are not the priority of the moment. It is possible to train our sons and daughters how to postpone present pleasure for long-term gain.

Victorious Perspective

A mark of maturity is the ability to perceive difficulty and pain through the eyes of Christ. An excellent biblical example of this is Joseph when he finally met with his brothers after they sold him into slavery. He said, "*You meant it for evil but God meant it for good.*" (Gen 50:20) Immature people maintain a victim mentality. There are times when victimization is real and it can cause deep damage to the heart, mind, and body. Unfortunately, it can also produce a mindset that limits us from becoming all God called us to be. The healing process requires maturity and a victorious mindset that forgives our abusers and embraces God's perspective on our pain.

The gift of maturity is difficult to impart to our spiritual children. One reason for this is that most of us are still growing into our full maturity in Christ. Yet, if we maintain a clear vision for a family of believers in which everyone is willing to be "*speaking the truth in love, we grow up into Him in all things,*" (Eph 4:15) we can bestow the blessings of maturity without becoming controlling or punitive. Rather, through careful instruction and modeling, we can demonstrate and celebrate maturity in such a way that every member moves into spiritual adulthood in God's family.

4. The Gift of Responsibility

One of the biggest problems in current parenting is the inability for parents to give their children the gift of responsibility. In my 30 years of raising children, it was one of our biggest challenges to consistently require our children to fulfill their responsibilities of chores, schoolwork, and outside jobs. Now that my sons and daughters are all adults, I can see the fruit of all the effort and I can assure you in retrospect... it's worth it.

In a healthy family, parents don't do all the work. This has nothing to do with idleness or a lack of willpower—they know that if they deprive their child of hard work and responsibilities, they take away

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the child's vehicle for growth. Wise parents will provide age-appropriate responsibilities to help their child develop the qualities necessary to be a thriving adult.

As spiritual parents, our primary job is people development. We operate with the conviction that no one can truly grow in Christ apart from service to others. We then design that service on an age-appropriate level—simple tasks for the newly saved and high-level leadership for the more mature.

Serving God

The most important element a spiritual or natural parent can impart to their child is the element of responsibility. We are called to live responsibly in relationship to God and others and ultimately, we are each responsible to give an account to God Himself. God called each of us for a purpose, and there's nothing more important than discovering that purpose and fulfilling it. We are all responsible to serve the Lord in basic ways—such as reading His Word, prayer, witnessing to friends, etc.—and you are also responsible to serve the Lord in very unique ways He designed specifically for you, according to Ephesians 2:10.

The true spiritual family will help every individual discover their spiritual gifts and calling and help them develop over time, so they can fulfill everything God ordained for them.

Serving Yourself

Self-government and self-management are two of our main responsibilities as followers of Jesus. We have to learn to manage our time, energy, and money, and we also must learn to manage our thinking, emotions, and interactions with others. In some cases, this means drawing boundaries if we find ourselves vulnerable to manipulation or abuse. That is all part of self-management.

Jesus said the greatest commandment is to love the Lord your God with all your heart, soul, strength and mind, and to love your neighbor as yourself (Luke 10:27). Our devotion to God keeps everything in perspective, but our service to others needs to be guided by the maintenance of our own selves so we won't burn out like sprinters trying to run a marathon.

Serving Others

For most of us, our service to God will inevitably end up in some kind of service to others, which we commonly call "ministry." This service to others can take on many different forms and expressions. Sometimes it's as simple as offering a cup of cold water in the name of Jesus, or helping someone in a practical way with money or helping them fix something. It could be more specific as well, such as trying to help someone understand Scripture, or teaching them how to pray more effectively. It could also mean praying for them in a way that brings breakthrough in their lives. Service to others can take place at our jobs, in our neighborhoods, or in the church parking lot.

We will be most fulfilled and most fruitful when we are serving others according to the gifts and calling of God in our lives.

The gift of responsibility could be the most important in this series and here's why. Many pastors are good delegators but most are not good developers. We know how to hand people a mop but we don't usually take the time to help them grow. The result is a high amount of burnout and many resenting the Church. At the same time, the people you are leading will never develop into the people that Jesus created them to be unless they learn how to serve. As spiritual parents, let us give the gift of responsibility in a way that "inspires" instead of "requires" and let us raise up our spiritual children into full adults who are empowered to change the world.

5. The Gift of Destiny

One of the problems in our culture is what some are calling "Failure to Launch." Many people in their 20s and even 30s are living at home, working a job far below their potential, not in healthy relationships and somewhat aimless. There are a number of cultural factors that are creating this situation. Part of it is due to the breakdown of the family and the traditional structures that once guided people into adult life. Some

of it is due to the abdication of parents to help guide their sons and daughters into full adulthood. Having raised seven children, I know how challenging it can be to create a clear “launch pad” for each of my sons and daughters. Yet there is no greater responsibility for a natural parent or in my estimation for a spiritual parent as well.

Healthy parents get to know their sons and daughters according to the unique designs and destinies God gave them. We look for personality styles and types, spiritual gifts as they become visible, and areas of victory and challenge. We look for the kind and *quality* of relationship they have with the Lord. As we study these things, we can learn the design of our children and help aim them like arrows toward the bull’s-eye of *destiny*.

In a church, pastors and leaders need to learn and study each person they care for. They need to avoid the temptation of cookie-cutter discipleship, where everyone grows in uniform lockstep, and learn to individualize the leadership development process, so every single person in the church can discover his or her design and destiny. In this way, every church becomes a destiny incubator for the good of all, for the glory of God. Let’s look at discovery, development, and fulfillment more closely.

Discovery

Every church is called to be a *destiny incubator* for its members. That is what family is all about. With both natural and spiritual children, a first step in parenting children into their destinies is to lead them through the process of discovery. This discovery begins with getting to know them and their history, their family, and how they were raised, and it goes on to include how they came to Christ and the discovery of their spiritual gifts in the Lord. It identifies the God-given dreams and passions the person is carrying as a primary indicator of what their future destiny will be. You can and should structure your church to facilitate this discovery process.

Development

The next step in the process is development. A wise father and mother in the natural will have a set of developmental systems in place so their children can grow. They will rely on the public or private school system as one of those incremental developmental tools, while others will choose homeschooling. Some will provide chores and allowances to help foster a growing sense of development. In the family church, good leaders will constantly be looking at each member and helping them to take the next step of development in the areas of identity, community, responsibility, maturity, and destiny.

Fulfillment

The ultimate goal of every natural parent with their children is to release them into full adulthood; in a similar way spiritual parents must help every son and daughter boldly step into the destiny that God has prepared for them. (Eph. 2:10) A good parent will make sure that the child is fully equipped as they grow into adulthood to be the best they can possibly be in the workplace, home or church. The next generation’s success depends on the success of this generation’s spiritual parenting. A true family church won’t try to hold on to people or hold them back but will cheer them on to the finish line of God’s purpose, even if that means they are no longer a part of the church that raised them.

The gift of destiny is a pearl of great price that will enrich your spiritual offspring for a lifetime. Like arrows in the hand of an archer, our children are to be shot forth into a fruitful future. The question is how. I believe that there is no higher purpose for any family or any church than to help each member discover and fulfill the reason they are on this earth. We need to make this the highest priority of our ministries. As we do so, our churches will benefit from the overflow of each person’s pursuit of God and the Kingdom will benefit as we send fully equipped sons and daughters transform their worlds for Christ.

To learn more about this topic, check out <http://www.destinyfinder.com/>.

How to Become a Spiritual Parent

By this point, you understand my main focus: that God loves and works through family. Family is His model in creation, redemption, and restoration, and through the family model He raises up generations who will become spiritual parents in their own right.

But it isn't enough to simply understand this topic; we have to walk it out in practical steps. *How* do we become spiritual parents? The following four steps have helped me in my goals of leading others well, and I know they will help you, too.

Secrets of Spiritual Parenting

As church leaders, we are spiritual parents with a powerful role to play in the lives of our spiritual children and the world around us. Because of the importance of that role, it is vital we parent our children for the right reasons, with the right understanding, and with the right application. Let's take a deeper look at what this means.

Pure Motives

Many leaders like to incorporate fads and programs that seem to be working for others, but unfortunately, it is possible to use family concepts and terminology for the wrong reasons. The promise of family can be used as a marketing tool, even if there is no heart to back it up. It can produce expectations in the congregation that are very difficult to satisfy. Many who come to the church to find a true spiritual father and mother are left confused and end up with a deeper sense of orphan-hood than when they started.

As we grow together in Christ, let's make sure our promises of spiritual parenting and family are ones we can deliver on.

Right Understanding

Second, we need to understand the true nature and purpose of family and make sure we are providing a full menu of God's paternal blessings.

The concept of family didn't originate on earth; it is the foundation of Heaven and the very pulse of the heart of God. Paul was clear in Ephesians 3:14–15 that *family* is Heaven's primary model and prototype. It is God's ongoing means of creating humanity, and His primary method for maturing children into fruitful adults. It is also His way of filling the earth with people who, in all hope, will recognize their need for Him, turn and serve Him.

Right Application

Third, if we are going to pursue the promise of spiritual family on earth and present ourselves as mothers and fathers to an orphaned generation, we need to do our best to apply ourselves appropriately.

A close friend of mine moved his large family to another state and joined a world-famous mega-church. Initially, I was concerned for the family because they had gone through different crises and needed a lot of care. I was afraid they would fall through the cracks of the several-thousand-member church. I was even more concerned when the father died in a freak lightning storm while hiking in the mountains. I thought for sure this family would not receive enough care, and I was unable to provide it myself from a thousand miles away. However, a month later I discovered the church had enveloped the family and cared for them in an outstanding way. In large part, this was due to the church's healthy application of spiritual parenting.

Obviously, it's unrealistic to expect any pastor of a congregation larger than a hundred people to be a personal spiritual father or mother to every member of the church. However, that doesn't mean spiritual parenting is impossible within larger congregations. The answer is to train up surrogate fathers and

mothers, thereby creating reproducible family structures that care for sons and daughters and eventually multiply new fathers and mothers.

Spiritual family is not a matter of size but the combination of values, culture and structure. In all honesty, many smaller churches fail to provide the quality of care and development for their spiritual sons and daughters that some larger churches provide quite well. Churches that navigate this road successfully provide true community that cares. They feel your absence and genuinely want you to be a part of the family.

These are just a few of the secrets to spiritual parenting that provide a foundation for a legitimate church-family experience. What has your experience with spiritual parenting been like?

Position Yourself in Relationship to the Leaders Above You

The first step in becoming a spiritual parent is to first learn to be a true spiritual son or daughter. Many of us weren't fathered or mothered well in our early years in Christ, so we don't really know what good models look like. The first step to overcoming this obstacle is to align with others. Who has God called you to work with? Do you have mentors in your life who will serve as spiritual parents? You can align yourself with them as a spiritual child. Once your heart is aligned with those God has given to help lead you, you will be much healthier to lead others.

In our culture, people don't like to be told what to do. There is a strong resistance to that and the result is often that people don't seek counsel. There is so much lost opportunity when a generation doesn't seek wisdom from the preceding generation. Yet there is hope. More and more people are recognizing the need for a "life coach" or a mentor of some kind. The best CEOs, athletes and musicians rely on coaches to make them the best they can be.

Who is coaching and mentoring you? Are you modeling this? If not, you can't expect others to embrace it.

I've cultivated my relationships with certain elder leaders—godly men and women I consider to be spiritual fathers and mothers in my life. I've worked hard to build these relationships because they don't happen by accident. I've pursued and served them, knowing that if I position myself this way, I can be a better spiritual parent to those I'm raising up.

Understand the Process

My goal as a parent is to serve, not to be served. I want to equip my children to function in every area of life. The five aspects of Jesus—apostle, prophet, evangelist, pastor and teacher—should be evident in every church and imparted to every believer, and it is the parents' job to do that. We can teach our spiritual children how to be good leaders, to be sensitive to God's presence and power, to care for other people, to be concerned for the lost, and to have good boundaries with them. We also need to teach them the value and power of God's Word and the biblical principles with which to live out their lives.

To me, this means I need to be a life-long learner. If I'm a parent, I need to be constantly growing in my ability to receive from others and then sharing what I'm learning with those I'm leading.

Find Those You Want to Walk with

I can't parent fifty people at the same time—but I can parent ten to fifteen leaders, who can then pastor fifty people. This is important to understand because the larger the family you're leading, the more careful you'll need to be with your time. You simply won't be able to pour into every person. I'm part of a great church with an anointed leader, but chances are that I'll get only one meeting with him a year because of the church's size. However, I still consider this leader a spiritual father in my life because I extract from

him the grace, blessing, and wisdom that parents are supposed to give to their kids. I want to do the same thing with those I'm leading. I pour into those I'm working closely with, and I lead the next level of leaders through them. I am parenting the church, but I'm doing so in conjunction and partnership with other leaders who are carrying my ministry forward.

Release your Kids into Committed Service

Some spiritual parents treat their spiritual children like servants who are there to do their bidding. *This is what I have members of my church for! They serve my vision.* But that **isn't** true spiritual parenting. True spiritual parenting is the heart of a mother and father that says, "I want to create a platform for my kids to go beyond me. I want to see them excel. I don't want to be their ceiling; I want to be their floor. I want to send them forth into their future and help propel them like an archer with arrows, as the Scripture says. I want to send them forward to a place I could never go." In order to do these things, they need to serve—not because I don't want to do the work, but because practical vehicles of service will help them grow.

Put yourself in a position to help your sons and daughters discover their true identity, gift-mix, and calling in Christ, and then help them begin to develop. It is our responsibility as leaders to help the individuals we're leading understand who they are and help remove the obstacles and limitations that hinder them. Through this we help create a set of growth goals for each person. It's like asking a five-year-old, "What do you want to be when you grow up?" Sometimes it's not always clear what the next step is, but we do our best parents to help guide our children through a developmental process to lead them to who they need to become.

Five Essential Spiritual Parenting Skills

As I've studied parenting in the church, I've identified five essential skills every spiritual father and mother needs to have to raise up sons and daughters well. These crucial components will make a huge difference in the lives of your spiritual children.

Be Relational

The first step in any relationship is being *relational*. In many branches of the church right now, leaders tend to set themselves apart, subtly suggesting they are "above" their people or choosing to relate to people through a professional veneer. Western culture longs for authenticity, and if we want to raise up an authentic church that relates to the culture around us, we have to be real people. It is important to shed all veneers and masks, and be honest, open, and transparent with one another in a relational way.

Make Covenants

Relationship by itself needs a structure to contain it, and that structure is covenant. A covenant is similar to a contract but the intention is different. A contract is made to try to prevent the other party from taking advantage of you. It's because you don't trust the other guy...otherwise you wouldn't need a contract. A covenant states what I will do for you and how I will help you, and I am bound to help you. It's to clarify and strengthen a relationship, not avoid a lawsuit.

My commitment to my children needs to be impeccable; there can't be any question about how I feel about them. I love them and am committed to serving them at a level that costs me sacrificially. I live for my children and pour my life into them. As a spiritual parent, embrace covenant with your children.

In addition, covenant with the other leaders you're walking with. This is similar to a marriage—a husband and wife make a covenant with one another and that covenant eventually produces the healthiest offspring. As a leadership team, you need to come into covenantal relationship with one another, which will produce the kind of updraft of development you want in your people.

Reproduce Yourself

As you build a leadership team that's committed to one another relationally and organizationally, you move into reproducing the next generation. Every church needs to be able to welcome new "babies" in Christ as well as provide growth opportunities for the older children. Unfortunately, many of us end up focusing on one or the other. We build our churches to support believers who have known Christ for years or we build them for seekers—new babies who are still in diapers. Seeker churches bring in a lot of new people, but those people don't necessarily feel developed at the end of the day.

Our goal in raising spiritual families is the same as our goal in raising natural families: We want to nurture our children at every age and help them grow into solid, healthy adults who can raise their own families.

Think Developmentally

For a few years, all seven of my children were living at home. When the youngest was an infant, the oldest was twenty. I had to customize my parenthood with each one of them, because each child had different needs at different times. I couldn't have seven independent "families" built around each child; I had one family moving forward in God's purposes, with each child developing from one level to the next under my leadership. That is your challenge as a spiritual mother or father—you need to develop a church family that produces developmental outcome.

See the following table for how to build a developmental life-cycle that creates self-reproducing leaders:

Seven Stages of Development

STAGE	MATURITY	RESPONSIBILITY	DESTINY
Infant: 0 - 1	Receiving	A - Attender	Love and Trust
Toddler: 1 - 3	Interacting	M - Member	Discovery
Child: 4 - 12	Participating	W-1 - Worker	Development
Adolescent: 13 - 19	Serving	W-2 – Worker with Role	Apprenticeship
Adult: 20 - 60	Self-Governing	W-3 – Leader in Training	Function
Parent: 25 - 60	Leading Others	L-1 – Basic Leadership	Develop Others
Grandparent: 50 - 100	Leading through leaders	L-2 – LOL: Overseer	Supervise Others

Practice Intergenerational Partnership

The purpose of God—that His glory would fill the earth as the waters cover the sea (Habakkuk 2:14)—requires that individuals be developed in Him as His sons and daughters, stepping into the fullness of all God called them to be. This happens effectively when you, as a pastoral leader, release the "older" generation in your church to take on the challenge of raising up younger sons and daughters.

In his first epistle, John addresses different levels of maturity. He writes to the "children," whose sins are forgiven; to the "young men," who know God's Word and have overcome the wicked one; and finally to the "fathers," who know Him who is from the beginning. Three generations are presented, and each has something incredible to offer the others. The idea of spiritual generations dovetails with the reality of age. Every church has older and younger saints, spiritual parents and spiritual children. You will have older believers in your church, as well as believers in their teens, 20s, 30s and so forth. How do you work with all of them?

Intergenerational partnership is similar to a large sailing vessel that has multiple large sails and a deep keel. You have a tremendous amount of power to harness the wind—but if you don't have a deep keel,

4. Church as Spiritual Family

the wind will cause the ship to topple. Older, more mature believers provide a depth of wisdom that will keep the vessel

Unfortunately, a lack of “depth” is why many ministries fail. They have a significant potential for velocity...but not much depth. Your older leaders can act like the keel of a boat and establish a vertical sense of torque. They offer leverage that allows the wind to push hard into the sails without causing the boat to capsize. They have depth, experience and a sense of ballast that goes down into the depths of the water. Only in intergenerational partnership can maximum velocity be realized.

It is essential that every member of your church be a disciple maker. While every person grows from “level” to level, she is calling someone else to join her. If you can build that kind of leadership developmental updraft within your church, you will fulfill the Great Commission by making *disciple makers*, who go out to make more disciples.

You can make an intergenerational, developmental process part of the very foundation of your church. We offer additional teaching on this at <http://www.pastorscoach.com/>.

Generational Multiplication

Family Systems: Leaders and Groups

One of the most important keys to creating and sustaining a sense of family in your church, depends on the building the right kind of leadership team. If family is not happening in your core team, it will be next to impossible to build in the greater congregation.

Developing Leaders

Establish “Family” Among Your Core Leaders

You can't give away what you don't have...

Your core leaders form the parental foundation of your church, so it is important that all of you are on the same page. Be sure you share common values, priorities, and practices. In order for this to happen a lead pastor or head leader must do family with his or her team.

I don't release a leader to father or mother on my behalf if that person is controlling, insecure, or manipulative in the way he leads. I want to make sure those things are weeded out in my leadership core so we can provide loving, grace-filled parenting to the children who are growing up under our leadership and developing into the fullness of Christ.

As the leader, raise up a vision of what a self-producing family model would look like in your church. Share your mission with your team and hold them accountable to follow through in people development. Why? Because you want every leader on your leadership team to have a few people they are developing. If they say, “Yes, I'm committed to developing people,” but they are not meeting with people to develop them, and no one is around to measure their impact, they're playing basketball without a ball or a hoop!

Build Your Core With Specific Roles and Responsibilities

Everyone in your core leadership and secondary leadership team needs to be functioning as a leader.

A worker is someone who leads in the presence of his or her leader, but a leader is someone who leads in the absence of his or her leader.

Therefore, a leader would be those who are actually leading a small group or ministry or a department outside the presence of their personal overseer.

As you're working with your leaders, remember they need to have the ability to develop others as a prequalification for leadership. Build this very carefully. If you have people in positions of high leadership

without a lot of responsibility and clarity, you may need to challenge them in this area. The goal is to build a church that actually develops people into the fullness of Christ. Therefore, you need to have everyone in your core leadership team on board with that vision, having specific roles and responsibilities to accomplish it.

Grow Your Group by Enfolding New People

Be able to enfold new people and bring them into your church's developmental process. In other words, think inter-generationally, as Jesus did. Among His followers, He built concentrically. He had the three, then the 12, then the 70, then the 120; there were concentric rings of involvement. That is, in essence, what Paul talked about to Timothy his spiritual child he was developing:

"And the things that you have heard from me among many witnesses, commit these to faithful men who will be able to teach others also." 2 Tim 2:2

Four generations are represented in that verse. As a spiritual parent, you are developing sons and daughters who begin as babies in Christ but will grow up into adolescence, become adults, and eventually mature into grandparents. Ultimately, many of them will have to leave your church to fulfill their true destinies, but while you are loving and developing them, they will bring incredible payoff because they are the servants and ministers who are actually making your program happen. But again, you need to hold them loosely, because God may call them beyond your church to start their own families.

Raise Them Up Into Service and Ministry

This may sound rigid to you, but I don't think people can truly grow in Christ until they're serving others. The bottom line is that you can't actually make a disciple in a classroom. Classrooms are good for presenting information, but they don't work well to transform lives. If you want transformed lives, teach people to work with one another and how to walk with one another through the process of serving Jesus. How? By serving each other.

Developing Small Groups

Sustaining "Family" as the Family Grows

I believe Family Church is the will of God. Yet, if we are successful in our efforts to build true family church, this church will grow larger and larger and will eventually run the risk of becoming a big, impersonal church in which people become subservient to programs. In order to avoid this problem, we need to be strategic as we grow. The Bible gives us a model that may be helpful in such situations. When Abraham and Sarah began the Jewish family, it was fairly manageable for the first two generations. But when Jacob and his wives gave birth to twelve sons, it was time to move from "family" to "tribe" to "nation."

I do not believe it is necessarily God's will for every church to become a big church. At the same time, if a church is healthy and thriving, it is likely that others will want to join in and the church will inevitably grow. As a church grows big, the way to maintain a sense of family is to simultaneously grow "small."

The Power of Small Groups

I don't believe it's possible to do true family church without some kind of small group expression. Scripture talks about two different models of gathering together for "church." Throughout the book of Acts, they met "publicly" and "from house to house." Public meetings provide amazing benefits to believers. We experience the momentum of a large group, the best teachers, the best worship leaders, and the best ministry teams. All of that is great, but we also need another type of gathering in which every member is able to express his or her spiritual gifts. This works best in some kind of small group. More in Chapter 10.

As you build a strong foundation of small groups in your church, keep the following points in mind:

- Every ministry or small group needs a strong team of leaders. Every ministry or small group should offer opportunities to diversify according to the gifts and callings of its members. Leaders need to raise up leaders.

4. Church as Spiritual Family

- I recommend that every leader on your team be first and foremost committed to training and releasing an assistant. In this way, development is built into the small group from its very foundations.
- Keep multiplication in mind, so recruit assistants who can grow into leaders, and leaders can grow into becoming overseers.
- All living things grow from the inside out. Start a single small group with your committed core. Do and teach all that you want done and taught. You can't reproduce what you don't have.
- All growing things consume nutrients and increase in quality and quantity. Minister to each individual and confirm his destiny in Christ.
- Allow each person to minister according to her design and destiny.
- All healthy things thrive as they remove impurities and imperfections. God's Word and Spirit reveal areas of needed change and growth.
- Thriving depends not only on our "Yes" to God but our "No" to everything else. All thriving things will ultimately reproduce as they enter maturity.
- Each member needs to reproduce him or herself by recruiting others.
- Each small group needs to multiply and produce other groups. The church multiplies and transforms the world. We do this through creating families that make disciple makers.

Family Succession: The Measure of Success

Someone once said that the true measure of success is succession. Part of the spiritual life cycle is pouring our lives into emerging leaders in such a way that they can carry the message of the kingdom into the future. As I grow older, I have an increasing desire to pour into the next generation and beyond. We need to raise up powerful sons and daughters.

More Than Miracles: Sons

A friend of mine was preaching on miracles and instead of saying signs and wonders, he unintentionally used the phrase "sons and wonders." What might have been a verbal misstep to me was a profound statement. My friend's unintentional play on words reminded me that the work of Holy Spirit is not just visible in miracles and divine encounters. He is also visible in the spiritual sons and daughters we raise up.

Envision No Division

One of the most profound statements of Scripture is found in the final verses of the Old Testament. In Malachi 4:6 the prophet declares that in the last days, "*He (God) will send again the spirit of Elijah and turn the hearts of the fathers to the sons and sons to the fathers, lest God come and strike the earth with a curse.*" We live in a world cursed with division and conflict. When sin first entered the world, the immediate result was a separation between humanity and God. The next was a separation between man and woman, followed by brother and brother, and then finally between the generations. Sin is the source of all division and strife.

Uniting Generations

I believe the most harmful division that afflicts humanity is the division between the generations. This division hinders so much progress. Each generation seems to repeat the mistakes of the previous one. We have not humbled ourselves to learn the lessons of our fathers and mothers.

Looking deeper into Malachi he says that as the generations are united it removes the curse from the earth. It's important for us to remember that most of what Scripture calls the curse is simply the natural consequence of violating the creative order of God. In other words, a curse is not normally a lightning bolt hurled from heaven, but more along the lines of a broken leg from falling off a ladder.

Gravity is a law. When it is violated there's a consequence. Generational unity and integrity are also laws, and their violation also has consequences.

To verify this, look at the statistics surrounding people in prison, people who are bound by alcoholism and immoralities, people struggling with life controlling problems. The majority of these individuals are from broken homes, raised in the absence of a family with a loving father and mother.

Orphan Spirit

Our world is plagued by teenage rebellion. Sons and daughters are being raised to think their parents are idiots. Every TV show and movie emphasizes the view that the only way to freedom is rejecting your parents and pursuing your own ideas. This mindset has infiltrated church culture. Many pastors and leaders have a difficult time raising their spiritual sons and daughters effectively. Some are too controlling and abusive, others abdicate and neglect. The net result in both cases is the spirit of orphan-hood and abandonment. Disapproval fuels generational division.

The Good News

God is at work within biological and spiritual families to restore generational unity. He is moving the hearts of spiritual leaders around the world to pour into the next generation. Fathers and mothers are now equipping and empowering emerging leaders, then getting out of the driver seat. They are releasing emerging leaders to move us forward! They're trusting them with the keys and the title deed of the vehicle. Soon we'll see spiritual sons and daughters coming to the fullness of their purpose in the Lord. Now more than ever spiritual sons and daughters are honoring fathers and mothers. They're positioning themselves to receive all that they can from those who've gone before them.

I want to encourage you, pastor, to do what is necessary to create true *family* within your church, so you can transform individual lives and bring transformation to your region. Make sure you're well aligned with those above you and with God's purposes in His Word. As you recruit others, speak the truth in love to them and help them grow up in all things into the head, which is Christ. Put people in positions of responsibility that will actually draw out their gifts and expose whatever character or maturity weaknesses they may have, so you can help them grow into the people God has called them to be.

Review

Questions

1. What is a Fantasy church?
2. What is a Factory church?
3. What is a Family church?
4. What are some of the gifts imparted in a healthy family?
5. What are some of the main things it takes to develop others?
6. What is the measure of success in a family church?

Answers

1. Lots of activity, not many results. More smoke than fire. The people enjoy a show.
2. Rigid, overly structured, members feel like employees. For the benefit of the owner.
3. Spiritual fathers and mothers developing sons and daughters into maturity.
4. Identity, community, responsibility, maturity, destiny.
5. Relationship, time, energy, and sacrifice.
6. Spiritual grandchildren: Developing the next generation and having them develop the next generation.

4. Church as Spiritual Family

5. Church Culture

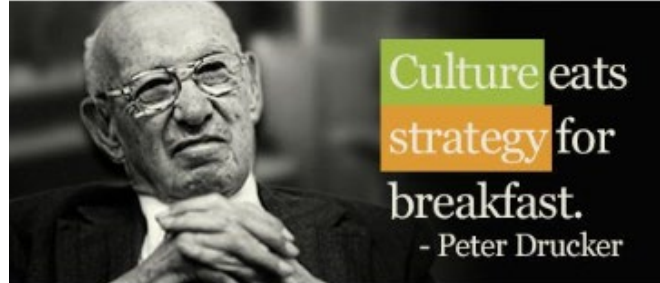
What Is Culture?

As a leader, there is nothing more important for you to focus on than building quality culture in your church.

What is culture? Culture is what people do **naturally** (when they aren't being told what to do). You "feel" the culture of a group.

When you go to Italy you find out everyone kisses everyone else, even strangers, because...

It's in their culture. They don't teach that in schools; they learn it from other people.



Culture is like a **river** of community life, shaped by the riverbanks and elevation, moving to the ocean. The riverbank on one side is testimony and celebrations, the other side is instruction and correction.

Culture is the shared values, priorities and practices, along with the traditions, symbols and expressions, that unite a community and connect that community to its past, present, and future. Your culture reveals who you are as a church. As you clarify your **values**, you establish your **priorities**—things that are more or less important for the allocation of your time, energy, and resources. Then out of your priorities, your everyday **practices** emerge. Together, these establish the culture of your church.

Culture is to community what habit and discipline are to an individual. Culture is **always** present. It's a result of **tradition**, the **loudest voice**, or **intentional shaping**. Either you're building your culture on purpose, or you're building it by accident, but you're building it every day, in every interaction you have.

How to Build Culture

Culture is built primarily through celebration, modeling, instruction and correction. As the senior leader, **you** are the most important human factor in your church. To a large extent, your church will reflect you: what you're like, what's important to you, how you act.

Celebrate what you want to have happen. Whatever you celebrate, people will emulate. Whatever you give attention to and reward, that's what people will do. Publically celebrate what's important. Testimonies are a powerful form of celebration; incorporate them in all of your meetings.

You need to constantly model the desired behavior for others. Take a leader you're raising up along with you when you meet with people, to show them how to do it (apprenticeship model).

Instruct publically, but show people, don't just tell them. But privately correct...if you correct publically from the pulpit, most likely the right people will miss it, and the wrong people will feel condemned.

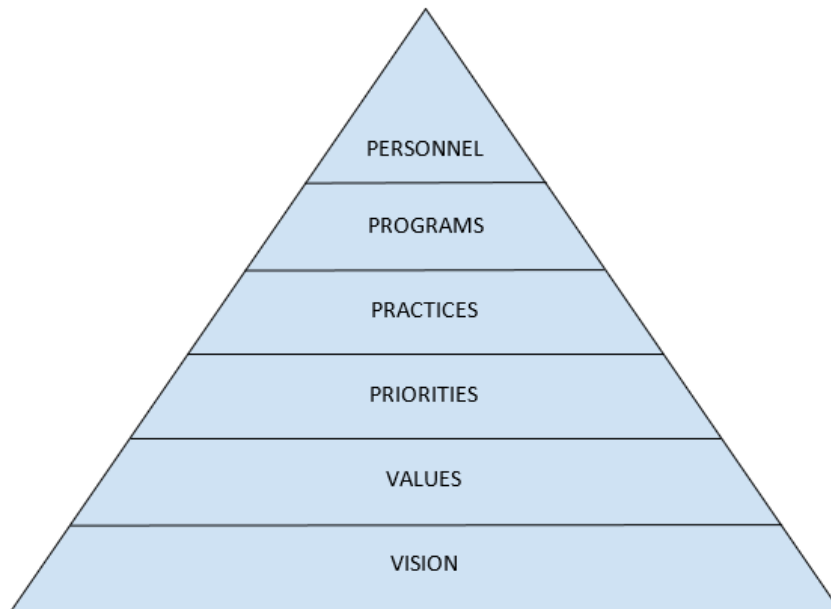
Culture takes time to build, but once it is built, it has an amazing power to steer large groups. If your river of culture is strong, and the riverbanks are shaped to direct it where you want it to go, you can throw someone in with an innertube and the river will carry them without you having to micromanage them.

If we fail to build a strong culture that is intentional, we will pay the price of an accidental, potentially conflicting culture that will have to be continuously monitored. But if we build a healthy, strong, cohesive culture at the beginning of the process, we will birth a movement of culture that carries people along. It's like the wind over the ocean. Put up your sails, and you'll be carried to where you want to go.

Culture Model

Model of a Thriving Church

John Wimber's Model of a Healthy Church (revised by Michael Brodeur)



I added vision - it wasn't in Wimber's model but I added it because I believe everything starts with vision.

Vision

"Where there is no vision, the people perish." Prov 29:18

"Take the vision and write it down." Hab 2:2

Vision Is the What and the Why.

Vision is literally what you see. Biblically, it is revelation.

Vision is the revelation - the WHAT and the WHY – what you're doing and why you're doing it. Providing vision is one of the most important things a leader does. **The WHY is more important than the WHAT.** Vision starts with God; He has a will, a plan, a purpose.

Practical tip: Start with vision at every meeting, every gathering. Answer this: **"What** are we trying to accomplish. And **why** are we doing this?

Define the Vision Quantity and Quality, and write out a vision statement.

See Chapter 2 for a more complete treatment of Vision.

Values

True Culture Facilitates Mission

If you can begin to add purpose to your culture and design it so it accomplishes what you long for it to accomplish, culture will carry you and propel you into the fruitfulness you're envisioning.

Core Convictions Help You Define Relative Importance and Worth

Values: Values are the intangible basis by which you judge the relative worth of one thing compared to another. They are the inner convictions or drives that affect and inform your choices. Values determine the flavor, style, the how, and the why of what you're doing.

If you can get your values in place and lined up to be in sync with the people around you, you're going to have the greatest opportunity for unity. This opportunity will happen if you're unified in your values before trying to be unified in your priorities or practices. Values are most often words that end in -icy, -ity, or -ness.

A value such as authenticity is one of the primary values in our culture right now, while hypocrisy is seen as one of the most negative expressions. People don't like hypocrisy but they love authenticity. How do you build a church that's increasingly authentic?

- How do you build a church with integrity?
- How do you build a church with interdependency?
- How do you build a church with intimacy?
- How do you build a church with intentionality?

What are your values? How do you, as a leader, identify your values and share them with your team? To what extent are your values in your leadership team shared? Do you all have the same basis? Would you all put your values in the same order of importance?

Values are the foundational step in establishing culture. Culture is the combined values, priorities, and practices, along with traditions, symbols, and language that bind us together in unity and connect us to our past, present, and future. Culture has power. As a leader, harness the power of culture, and remember it begins on the foundation of values.

What are your values? Can you clarify them?

Aspired Values Vs. Actual Values

There's a difference between aspired values and actual values. Aspired values are what we say we want or aspire to, but they don't always line up with what we're actually doing. If you look at your church checking account or calendar, you can see a set of values portrayed in how you manage your time and money.

It's important to distinguish between aspired and actual values. It's not wrong for us to have aspired values, but how are we going to implement them so the aspired become the actual? And how do we move toward the fulfillment of that which we desire?

Shared Values Are Essential to Unity and Cohesion

Values are essential for unity and cohesion. We come together around our values. They are essential for creating the kind of flow that builds momentum.

Priorities

True Culture Arranges Your Priorities

Values, priorities, and practices are the three primary ingredients of culture.

Priorities are how you allocate your resources on the basis of your values; because you only have limited resources.

Resources in Heaven and Resources On Earth

Heaven doesn't have limited resource. Heaven dwells in eternity so time is not a factor. Heaven has a massive ability to create new things and call things which are not as though they were.

Rom 4:17: *"God, who gives life to the dead and calls those things which do not exist as though they did..."*

There's no limit of resource in terms of money, gold, or talent. In Heaven there's unlimited resource, but on earth resources are limited.

Your Resources: Time, Money, Talent

One of the most important limited resources on earth is time.

One of the main challenges of doing Kingdom in the real world is that so many different urgencies cry out for your people's time. Many churches only function on a "Sunday morning" basis for few hours a week. This is the only amount of time they can get the majority of their people to commit because people are too busy. Their people's ability to focus their lives and give more time to Jesus, such as six to ten hours a week, is limited.

How do we, on the basis of our values, start creating a framework of priority that starts to affect lifestyle?

Mark 8:34: *"Whoever desires to come after Me, let him deny himself, and take up his cross, and follow Me."*

Rom 12:1: *"I beseech you therefore, brethren, by the mercies of God, that you present your bodies a living sacrifice, holy, acceptable to God, which is your reasonable service."*

Are we committed to Jesus at a Mark 8 and Romans 12 level? There are so many demands on our priorities that we need to fall back and begin to re-prioritize in order to achieve what God wants us to achieve.

Different kinds of churches will have different priorities. Here are some examples for a Sunday service:

- One hour in Scripture and teaching vs. 20 minutes in Scripture and teaching
- 15 minutes on worship vs. one hour of worship
- 2–3 teachers in a day vs. one primary teacher
- Ministry teams at the end of service vs. no ministry team
- An altar call every service vs. an altar call only occasionally
- A call for healing prayer every service vs. no call for healing

All of these are reflections of your values expressed in your priorities. Different kinds of priorities govern different kinds of churches.

Ask yourself these questions:

- What kind of church are you building?
- What are the priorities you want to put in place?
- How do those priorities relate to your values and your vision?
- How do those priorities relate to the lifestyle you're trying to engender in the people you're leading? Ultimately, that's where culture is expressed, in their practices.

If you think about it in a bigger context, you're not just managing people for one and a half to two hours on a Sunday morning. You're trying to provide spiritual guidance for them for 168 hours in a week. That means you want to see them maximized for Kingdom output at every point of life.

- How do you engender priorities into the lives of your people?
- How do you model them personally?
- How do you encourage your leadership team to model those priorities?

Ultimately, we want to begin to set in motion these frameworks and banisters that will guide us to the finish line and the outcome that we're longing for?

Priorities Reinforce Your Cultural Riverbanks

Priorities are a key component of culture. They give framework to the culture we're trying to build.

You reinforce priorities by celebrating what works and correcting what doesn't. It's simple in concept. This is called "sandbagging" your river of culture. You put down sandbags that will shape the riverbanks, and keep doing it, and this directs your river to flow where you want it to go.

One side of that shaping is **celebration** and **testimony**. Publically and privately celebrate the exercise of a priority or a practice that produced a positive result in line with your vision and values.

The other side of that shaping is **instruction** and **correction**. Publically instruct (preach and teach) to encourage positive behavior; and publically instruct and/or privately (personally) correct about misbehavior that needs correcting.

When you shape your culture river by shaping both banks (celebration and testimony, instruction and correction), you reinforce your priorities for the outcome you're longing for and the river flows in the intended direction.

As the key leader, you have a responsibility to strengthen your values, and organize those values into a set of priorities that reflect your identity as a church aligned with your vision. As you do that, a sense of framework, riverbanks, movement, and motion will carry people forward. Momentum will build and cause the majority of the people to flow in the right direction toward the right outcome. Testify to what's right, and challenge and correct what's not right in a way that produces riverbanks. These riverbanks will produce the flow of the water of the river of culture to move towards the goal; to fulfill the vision.

Practices

Culture Naturally Defaults to Behaviors That Reflect Our Values

Culture consists of three primary elements: values, priorities, and practices. Those three elements combined with your symbols, traditions and language will unify you, but they'll also connect you to your past, present and future.

Practices Are What Your People Do Naturally Without Being Directed or Led

What do you do naturally in your lifestyle? What's your lifestyle like? What is the lifestyle of your people without them being told how to live, without their lifestyles being structured or having programs in place? What do they do naturally because of their values and priorities?

- Do they naturally seek the Lord every day?
- Do they naturally share about Jesus when they have an opportunity at a coffee shop, gym, or some other kind of setting?
- Do they naturally pray for the sick when there's an opportunity to do so?
- When somebody shares a need with them, do they naturally stop and counsel the person and pray with them?

5. Church Culture

One of the big challenges we have is that churches often create programs to facilitate outcomes, but without the right values, priorities and practices in place. Structure should only be there to contain and enhance the substance that's already in place.

Practices Express the Effectiveness of Your Values and Priorities

The substance that's already in place should come out of your values, priorities, and practices. Programs should simply be a framework to carry those things where they need to go. A lot of pastors, however, will use programs as a means of controlling or engineering some kind of outcome. That's not helpful. It's better to wait and look for what naturally emerges.

- What is your lifestyle like?
- What is your people's lifestyle like?
- How can you influence lifestyle in a way that produces cultural frameworks that will empower people to be who you hope they become?

Instill and model lifestyle practices that will produce the outcome. It's best to start small.

Start a small group with your leadership team where you really go in depth about the values, priorities, and practices of your church. Then start to hold each other accountable as leaders. As a group, ask yourselves these questions:

- Are we sharing the gospel with unsaved people at least once a week?
- Are we personally being generous beyond our tithe?

You can do this in a way that isn't manipulative or pressuring, but celebrates the values and rewards of serving the Lord in those ways.

As you build this with your core team, it will begin to spill over into the areas of leadership that each of your core members are performing, so these things begin to naturally infect the people around you.

Culture is better caught than taught. Culture is a life-on-life transmission. As we hang out together and you see how I live my life before Christ, you're going to start to feel challenged or drawn by that into a better lifestyle yourself—if I do have a better lifestyle. If I don't, then chances are I'll just reinforce a practice in you that actually doesn't draw people closer to Christ.

If you can start to produce a great practice among your ministry, it will become a contagion. It'll be viral throughout the whole organization. At the same time, if there begins to be bad habits and practices in the organization that is also contagious.

Basically, the senior leader needs to disciple the leaders so they can disciple others.

Encourage a Lifestyle That Produces Kingdom Outcomes

- How do you keep steering people toward practices that are life-giving and kingdom-oriented?
- How do you keep steering people toward practices that are growing us in the ways that we're called to grow?
- How do you limit the kind of behaviors that will cause brokenness and diffusion of energy and time?

As a pastor, you have the responsibility and right to make sure you're encouraging a general lifestyle practice within your church that produces Kingdom outcome.

A thousand things in our lifestyles can keep us distracted. The only way to channel all of it toward Kingdom culture is to inject Jesus into everything. If Jesus doesn't inject well into it, it's probably an aspect of your life you should abandon.

Encourage people to start doing things that are life-giving, things that actually lift them up, build them up, edify them, and empower them. Encourage them not to do the things that will suck life out of them or

toxify them spiritually. If you do these things, at some point you will see a shift. There's a tipping point where people start to live out a lifestyle that is positive in the Kingdom, one that's actually generating life rather than robbing life. When people experience life, it's infectious.

Consider the parable of the seeds and soils (Mark 4:3–9, 13–20).

- **Pathway seed:** Hard, compacted ground prevent the seeds taking root, and the birds of the air come and snatch it up.
- **Stoney ground seed:** People who have gone through areas of life that have caused their hearts to become hard. The seed will immediately grow up a little bit, but then it dries up because it has no water, no sustenance, and no depth of soil.
- **Thorny soil seed:** The riches, the distractions of life, and the cares of this world that draw them in a thousand directions choke out any growth.
- **Good soil seed:** People who receive the word in good soil produce a harvest.

How do we create good soil? By creating good culture. How do we facilitate it? With values, priorities, and practices. As you facilitate culture, and you celebrate those who have achieved that lifestyle, you're going to find a tipping point within your church where people are going after God at an ever-increasing rate that reinforces the river flow. You can strengthen the riverbanks by privately and lovingly challenging those who are not walking in that way.

On one hand, be careful. Don't preach publicly to chastise an individual. On the other hand, you can share stories about how people have pursued certain ways of acting and lifestyle choices that have cost them and caused them to die spiritually because they emphasized the wrong things in life.

Grow in your ability to be a culture creator.

Programs

True Culture Thrives in Healthy Structures

Programming has tremendous value. We sometimes talk about program-based churches with a bad attitude, but programs are not a bad thing. They can really help. Structure is a good thing. Just too much structure can be bad.

Programs Are Necessary to Provide Structures to Your Cultures

Your bones help you get where you need to go. If you didn't have bones, you wouldn't be able to move at all because there would be nothing to create torque within your body.

Structure has value and is good. The problem is when structure is overdone or built on the wrong foundation. In these cases, it can produce death. It can become a massive machine that every person in the church is shoveling coal into just to sustain it. The machine stopped working years ago, but we haven't stopped shoveling the coal. Unfortunately, many churches have fallen into that pattern—where they have a program they don't want to let die, but it isn't giving life anymore.

Question every structure in your church. Be willing to deconstruct things that are not producing life.

Mark 2:27–28: *“And He said to them, “The Sabbath was made for man, and not man for the Sabbath. Therefore the Son of Man is also Lord of the Sabbath.”*

The Sabbath day was a structure God instituted to bless humanity and give us rest, focus, and a trust relationship with God. Our resting day would cause us to trust God to provide more in six days than we could do ourselves in seven. God established a structure to produce an outcome in humanity.

The problem is the Pharisees ended up exalting the structure to the point where man started having to shovel coal into it to keep it alive. Jesus just tore it down. He said, “The Son of man is Lord of the Sabbath.”

5. Church Culture

Every structure in your church is helpful as long as they help. As soon as they stop helping, dismantle them. Don't let them override you, but at the same time, don't neglect the power of a good program.

A Program Must Be Consistent With Your Values, Priorities, and Practices

A lot of churches implement small group programs. The problem is that they don't have values that are consistent with small groups. Nor do they have priorities that really honor "one another" ministry and real connection. Nor do they have a lifestyle practice of open fellowship.

So, the institution of a program to try to produce an outcome ends up producing death instead. That program often falls apart in six to twelve months. They were all doing a program, but they weren't doing it from the ground up—out of the soil of a culture that loves to fellowship and connect with one another. Instead, the program was a means to an end, and it produced something dead or deathly.

Programs are essential, but they constantly need to be evaluated, and adapted so they carry life.

Create New Opportunities and Enough Structure to Lead People Where You Want Them to Go

Mark 2:22: *"And no one puts new wine into old wineskins; or else the new wine bursts the wineskins, the wine is spilled, and the wineskins are ruined. But new wine must be put into new wineskins."*

There is wine and there is wineskin. Wineskin is important, but don't put new wine in an old wineskin because it will cause the wineskin to break. It's like coffee and the cup. Culture is the coffee. You put coffee in a coffee cup so you can drink it. We want the coffee. We could care less about the cup in most cases. The structure is the cup. It serves as a container for what we're really longing for. The cup is the vehicle for carrying the substance of godly community life.

As a lead pastor, you have a responsibility to constantly create enough structure to carry the coffee you're trying to carry. At the same time, do this in such a way that you don't keep structure that has outlived its purpose.

Do not despise structure or programs, but at the same time, don't glorify them or erect them as monuments to some past reality, which you now have to sustain by propping it up even though it's outlived its usefulness. Allow structures to die when the time is right. They're just vehicles.

Most people are no longer driving the same car they first purchased. It's probably long been in the junk heap. Structures are vehicles. They get us from one place to the next, but they're not designed to last forever. And they're certainly not supposed to become a way of institutionalizing true values.

Values are first. The program just contains and carries them.

As a leader, you have a responsibility to build the culture of your church to a point where it is maximized, efficient, and effective. Move together in as much unity as you can possibly muster given the diversity of the people you're leading. Move together in your Sunday mornings, small groups, children's church, worship, and the different ministries you're creating. All of those are structures and programs, but all of them help carry you where you want to go.

When you find programs being burdensome or not serving their purpose, lay them down. But don't lay down the values, priorities, or practices because those are an ever-increasing source of life for you and your church.

Personnel

True Culture Development Requires Leaders Who Personify the Vision

What is the purpose of personnel?

We often hire people or release them into areas of ministry not on the basis of their gift mix or their unity with us, but on the basis of their availability or previous ministry experience. A lot of leadership challenges come from releasing leaders who weren't ready to be released, or they weren't harmonious enough with our core-culture to be co-creators of culture with us. Division starts to happen, and then the momentum of the church stops. You have to bring that leader out and put a new leader in place. It's just not worth it.

Wimber called the teaching presented here, "Building the church from the ground up." Values are the soil from which priorities emerge. They bear the fruit of practice and then get put in the framework of program. The ones who really supervise and bring this to pass are the personnel.

- How do we build?
- How do we select people?
- How do we actually grow personnel who can cultivate with us the kind of culture we're looking for that will produce the outcome we're longing for?

Qualifications for Your Team

Look at basic questions of qualification for any personnel you're bringing in. Consider the "5-H's of Qualification: Health, Head, Heart, Hands, and Holy Spirit."

Health: Do you perceive health in the individual you're asking to come on board? Are they emotionally healthy? Are they relationally healthy? Is their marriage healthy? Are they financially healthy? Do they get help when they need it? Any lack of health in these areas will cause a degree of distraction that will keep them from functioning at their best. Look for relative health, not perfection. Look for a quality of lifestyle that's sustainable, that could be a great example to the people in your church and could help them move forward in life. Health is key to the qualifications of any leader in your midst.

Head: Do they have the knowledge base necessary to perform the skill you're asking them to perform? Different ministry functions require a different knowledge base. Make sure that all your leaders have at least just a basic understanding of the Bible and true theology. Do they understand a little bit of church history? Is their general knowledge above the people they're leading?

Heart: Make sure that people are thriving internally and producing the fruit of the Spirit: love, joy, peace, longsuffering, etc. Do they have a teachable spirit? Make sure they're operating in maturity and that their heart and character is in the right place. Do they have a relatively victorious lifestyle? Do they have victory over sin and other issues like temptation in their lives? Are their hearts in a good place?

A teachable spirit is probably the only non-negotiable leadership qualification you should hold to. A person can be extremely skilled, but if they don't have a teachable heart, you can't walk with them. On the other hand, if they are teachable, they could lack some skills—but you can remedy that, because they're open.

Hands: Do they have a good skillset? Can they lead a Bible study and give a teaching? Are they able to lay hands on the sick and see some of them recover? Do they know how to counsel or minister inner-healing? All of these skills are essential.

Holy Spirit: You want to make sure that every person you're releasing into leadership has a personal prayer life, they are familiar with the things of the spirit, they know how to seek Him and get guidance. They don't need to be a spiritual giant, but they need a real walk with the Lord.

Shared Culture: Values, Priorities, Practices

Do you and your team have consistency in your values, priorities, and practices? Are you all aiming for the same outcome?

Make sure your leaders share your culture. Make sure they're able to promote your culture and that they're able to personify your culture. Do their lifestyles reflect the best of what you're trying to go after?

Alignment, Accountability, Responsibility, Authority, Privilege

Alignment: Are they aligned with you as the key leader?

One of the big mistakes that a lot of pastors make (especially in young churches or church plants) is bringing people on who are available and gifted, but not necessarily submitted. That doesn't mean you should "control" them. Often, you'll have people who come alongside of you in an early church plant, and they'll say something like this: "I've come alongside you to lift your hands like Aaron and Hur. And I'm going to hold your hands up before the people." But usually that is code for, "I really don't respect you as my pastor. I respect you as the pastor of this group, and I'm coming alongside not as a servant to your pastoral ministry, but as a co-leader along with you." Avoid those kinds of people. If you do want to bring them on and work with them, make sure you find out if they agree with your values and they respect you as the leader because it can be dangerous in the long run if they don't. They'll generally tend to break off and want to do their own thing after a while.

If somebody is joining your leadership team as a volunteer or staff, ask the person questions like these:

- Am I your pastor? (Not just "the" pastor, but "your" pastor.)
- Do I have permission to speak into your life?

Prayerfully consider the person and ask yourself these questions:

- Is there good alignment here? Do they share your core values?
- Do they really perceive you as their leader? Not just the leader, but their leader.

Accountability: Do you have a right to speak into their life and help them grow?

Responsibility: Are they willing to accept responsibility? Will they really commit to something and walk it through, even if it gets hard?

Authority: Do they have the ability to walk in authority without abusing that authority? Do they respect authority?

Privilege: Are they able to enjoy what it means to be a leader and the benefits that come with it, without being entitled? (This is where they feel that they deserve something more than what they received.)

All of these aspects are crucial to staffing to have a healthy culture. Ultimately, the right staff can foster your culture and produce a strength within your culture that will lead your people to where they need to go. The wrong people will keep tearing and ripping at your culture in a way that produces holes in your "wineskin" that cause the wine to spatter all over the ground. Your personnel are the key. You need a team who is partnered with you to build a culture that will produce this outcome—a church of thriving members who will transform your city and the region around you.

Key: Build the Culture First

Build the culture first by living it and passing it on organically, so that people are practicing what you want, then add programs to manage and expand. Do public celebration and testimony, instruction; and private correction, in order to shape and strengthen the river banks of culture.

Review

Questions

1. What is culture?
2. How do you build culture?
3. What is vision?
4. What are values?
5. What are priorities?
6. What are practices?

Answers

1. Culture is what people do naturally. It's like a river. It's the habits and traditions of a group of people. Culture is a combination of our vision, values, priorities, practices and personnel.
2. You build culture by public celebration, modeling and instruction; and private correction.
3. Vision is what you see or want to see. It's the what and why. It's the outcome you want to achieve.
4. Values are the things that cause us to judge the worth of something, the inner convictions that affect how we judge importance of things.
5. Priorities are what our values cause us to want to do.
6. Practices are what we do, our behavior, because of our priorities.



6. Destiny Finder Workbook

NOTE: Read the entire chapter and do the assessments and worksheets.

by Dr. Michael Brodeur and Glen Reed, MDiv

An empowering journey of destiny discovery to fulfill God’s calling on your life.

About this Document

This *Workbook* can be used standalone without anything else, but it’s 100 times better used with the *Destiny Finder Small Group Program*, and with the Destiny Finder *Journey Guide PRO* online tool.

- Published by Quintessant Media, DBA Pastor’s Coach and Destiny Finder.
- 4785 Quail Run Rd, Shingle Springs, CA 95682 +1 (916) 467-9934
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We suggest the *Workbook* be printed single-sided for room for notes, but it can be printed double-sided.

This *Workbook* is an introduction to the powerful subject of personal destiny discovery. For more information, we recommend you visit our website: <https://destinyfinder.com/> and order a copy of Michael Brodeur’s book *Destiny Finder* which is available through our website Store or Amazon.

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Introduction to the Destiny Finder Workbook



About This Chapter

This chapter contains the *Destiny Finder Workbook*, including the “manual” version of the *Journey Guide PRO* tool, AND the *Destiny Finder Workshop Notes*, and can be used on its own, or with the *Small Group Program*, or with the *Destiny LAB*. You can use it as is, but it’s 100 times better to get the online versions:

- **Journey Guide PRO:** This is the online tool with powerful assessments, extensive results, Life Map, journaling, goal-setting and more. <https://destinyfinder.com/store/>
- **Destiny Finder Workshop Videos:** Eight 30-min. teachings by Michael Brodeur take you through the entire Destiny Finder teaching. <https://pastorscoach.com/course/destiny-finder-workshop/>
- **Destiny Finder Small Group Program:** Includes one *Journey Guide PRO*, the 8 *Destiny Finder Workshop Videos*, *Leader Guide*, *Workbook*, *Handout*, *Flyer*, *Email templates*, *Destiny Finder Book*, 220 pages, and more. <https://destinyfinder.com/smallgroups>

Overview

The Journey Guide PRO Tool and This Workbook

This *Workbook*, and the *Small Group Program* refer to the *Journey Guide PRO* which contains the complete *Profiler*, *Mapper* and *Tracker*. (The *Journey Guide* is a condensed version of the *PRO* version.)

Leaders

See the separate *Destiny Finder Small Group Leader Guide*.

Printing the Document and Results in the Online Tool

This document is formatted for one or two-sided printing. We recommend one-sided (blank pages for notes). Some sections of the online tool have a print button. For others, use your browser print function.

Format for the Small Group, Workshop, and LAB

This material is divided into eight sections or chapters. It can be used in a weekly small group over 8+ weeks, and it can be done as a *LAB* or *Workshop* in 4-10 hours over one or two days. Some small groups, may want to stretch some sessions over two weeks because of the amount of material.

Purpose

The purpose is to help people understand what God has called them to do, develop a plan, and fulfill it.

The Destiny Finder Process

If you don’t know your destiny, then look at your gifts, passions and dreams and they point to it.

1. **Discovering who I am and where I’m going:** Identifying one’s gifts, passions, dreams, and God’s direction. These together help define your destiny.
2. Creating a **LIFE MAP**, a **plan to get there:** Identifying and dealing with roadblocks, and setting goals for what’s needed including steps to develop by serving, and finding coaches and mentors.
3. **Taking action** to fulfill your destiny: Working with a leader, pastor or coach to implement the plan, and working with a mentor to serve in an “internship” of some kind to try out your calling.

Assignments

Small Group only: Do the *Journey Guide PRO* sections according to your group schedule, and print the results, or have them available on your mobile device, and bring them to the group.

Workshop and LAB only: Check with the coordinator; you may need to do the *PRO* tool before, or during the event. Print the results and bring them with you or have them available on your laptop or phone.



Session 1: Created for Destiny – Original Design

Introduction to Destiny Discovery

“For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand that we should walk in them.” Eph 2:10 (NKJV)

Welcome to Destiny Discovery!

Destiny Finder is about discovering God’s purpose for you on the earth.

- Every single person has a destiny that is equally important to God.
- What matters to Him is your faithfulness in the midst of His call.
- The goal of Destiny Finder is to help you get there. We do that by assisting you in two ways:
 1. Narrow your Focus: You’ll do assessments to understand your gifts, passions and calling, and reduce a 360-degree horizon of options of what you could do for God to about 20 degrees, so that you will have a focused sense of direction that is most likely God's call for you.
 2. Map out a Plan to Get There: You’ll identify ministry needs, potential roadblocks, and who you need on the journey; and set goals to start moving ahead.

Your New Spiritual Identity and Your Original Design

As a Christian, you have a new nature and a new identity. *“Therefore, if anyone is in Christ, he is a new creation; old things have passed away; behold, all things have become new.”* 2 Cor. 5:17. This has many implications; you are righteous in Christ, you are part of a new family, you are under grace, and much more. Your ultimate destiny is in heaven. But your earthly destiny is based not only on your new identity but also on your original design. God made you in a unique and specific way. That is the focus of this series.

What Is the Meaning of the Word Destiny?

Your destiny consists of the things that God has planned for you to accomplish on earth before you go to heaven. When we talk about **“destiny”** we are focusing on one’s personal destiny. Every believer’s ultimate destiny is to be with the Lord in heaven, but while on the Earth, each person has a unique personal destiny: the unique things that God has planned for you to accomplish. It’s your ministry – what are you going to do to impact people for the Lord? It may be accomplished primarily in your job, in the church, in non-profit orgs, or a combination. We also use the term **calling, ministry, purpose, and dream** to refer to one’s destiny.

Destiny Discovery Comes From the Bible

Ephesians 2:10 says that *“we are His workmanship created in Christ Jesus unto good works which God has before ordained that we should walk in them.”*

- God has fashioned each one of us for His purposes.
- God designed us, and even before we knew Him, He knew us.
- God has always been working in our lives, even taking the difficulties and the problems and turning them into instruments to transform us and shape us into the people that He’s called us to be.

Your Destiny Takes Shape in Prayer, Community, Service and Mentoring.

- Your destiny is foreshadowed by your God-given passions and dreams, and emerges over a lifetime of prayer, fellowship and service to others.
- The pursuit of your destiny is perhaps the most important thing you will ever do in life. The intentional pursuit of your destiny empowers you to be the best spouse, parent, friend, minister

and example of Jesus that you can possibly be. It helps to order your life and your lifestyle. It focuses your values and priorities. It governs your character and integrity.

- The pursuit and fulfillment of your destiny is the source of your legacy in life. It is the basis on which you will someday hear the words of the Master, *“Well done, good and faithful servant. Enter into the joy of your Lord”* (Matt 25:21).
- You will only be able to completely fulfill your destiny in right relationship to others. Having people that support you and serve as mentors is crucial because God didn’t design us to function alone.

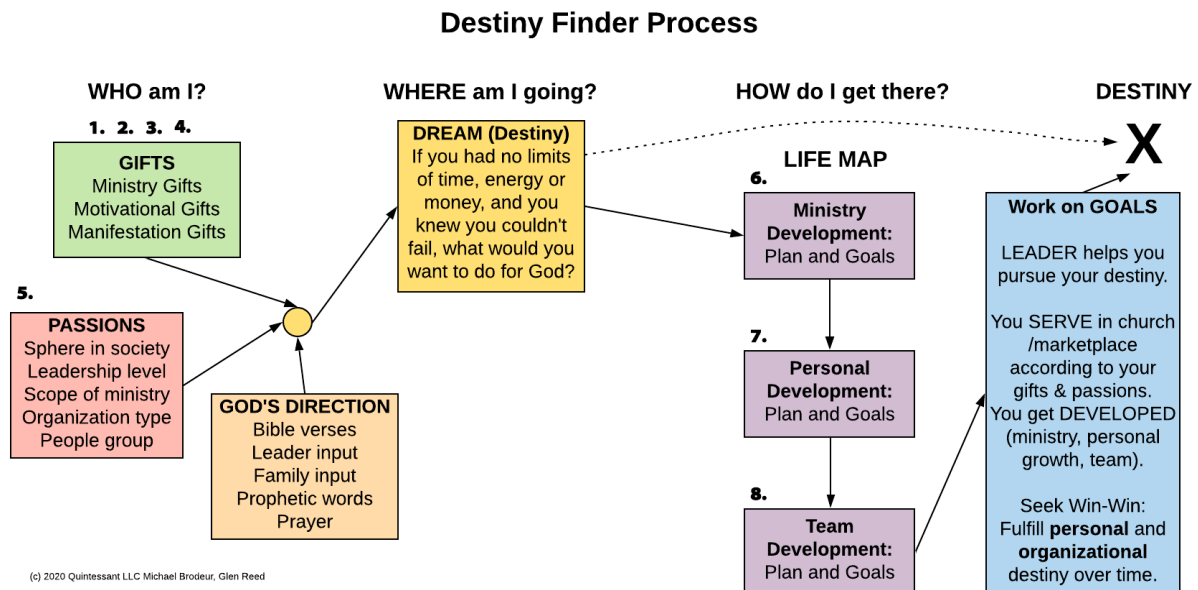
How Do You Begin to Discover Your God-given Destiny?

Your destiny is rooted in your identity which is a combination of your:

- History – Your heritage, family of origin, childhood, formational experiences.
- Relationship with God – Your salvation experience, discipleship, spiritual journey.
- Ministry Gifts – Your primary gifts based on the five gifts found in Ephesians 4:11.
- Motivational Gifts – Your primary gifts based on the seven gifts found in Romans 12:6-8.
- Manifestation Gifts – Your primary gifts based on the nine gifts found in 1 Cor. 12: 8-10.
- God-given Passions – The things you care about most in this life.
- Destiny Dreams – If you had no limitations, what would you do for God?
- Ministry Development – Creating a plan to accomplish your dreams.
- Personal Development – Growing in character and godliness.
- Team Development – Building a team of friends, family, partners and mentors for support and relationship.

Complete Destiny Finder Process

The numbers correspond to the chapters in this *Workbook*, the *Workshop Videos*, and the online *Journey Guide PRO* which includes the *Profiler* the *Mapper* and the *Tracker*.



Before You Go Further – Present Your Destiny as an Offering

Do this as a prayer: “Lord I take my dreams, even the ones that I haven’t dreamed yet, and I place them before You as an offering - as a sacrifice of true worship unto You, trusting that You will give them back according to Your perfect plan, and I give them all to You.”

Discussion

1. Talk about what it's like for you to plan for the future. Is that something you do easily?
2. What are your fears related to your destiny?
3. Do you feel that God has a great future for you?

You Have a Destiny

"For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand that we should walk in them." Eph 2:10 (NKJV)

Human Beings Were Created With Purpose – With a Destiny.

- Our destiny is what God intends us to accomplish in this life.
- Our purpose was determined from the foundations of time. (Eph 1:3-22)
- It was shown with Adam and Eve: *"be fruitful, multiply, fill the Earth and subdue it."* (Gen1:28)

God Created Us to partner With Him in His Eternal Purposes.

- Our destiny was damaged through disobedience and sin. (Gen 3:1-24)
- God responded by creating a restoration plan that culminated in Jesus.
- As new creations in Christ, God gives us grace to partner with Him and fulfill His purposes.

Christ Created a New Creation to Fulfill the Mandate of the Original.

- What was broken by Adam and Eve's sin can now be fulfilled through Christ's imputed righteousness and imparted obedience and faithfulness to us.
- We are called to spiritually reproduce and fill the Earth by making disciples.
- Destiny is about that one thing – fulfilling that which God created us to do.

God Uniquely Designed Each of Us to Do our Part.

- There are billions of people on the earth and no two are exactly alike.
- God is intimately involved in the formation of each of us. (Ps 139:13-18)
- All of our days were written in God's book before any of them occurred.

We Must Be Clear About Pre-Destination and How it Works.

- Time is a construct that God created for us to live and track our movement.
- God is an eternal being who exists outside of time.
- God interacts with all time at the same time in His time. So he intervenes in our lives as needed.

God Redeems and Reshapes Us to Discover our Design and Destiny.

- God plays over the mistaken notes of our lives and shapes them into a beautiful composition.
- God works all things according to the counsel of His will (Eph 1:11)
- God works all things together for our good without violating our free will. Rom 8:28

We Are ...Created in Christ Jesus for Good Works. Eph 2:8-10

- We weren't saved by works, but we were saved for works.
- God fashioned you for certain things that no one else can do quite like you.
- Our faith must give way to demonstration of ever-increasing faithfulness.

Biblical Foundation for Destiny

“17 that the God of our Lord Jesus Christ, the Father of glory, may give to you the spirit of wisdom and revelation in the knowledge of Him, 18 the eyes of your understanding being enlightened; that you may know what is the hope of His calling, what are the riches of the glory of His inheritance in the saints, 19 and what is the exceeding greatness of His power toward us who believe, according to the working of His mighty power 20 which He worked in Christ when He raised Him from the dead and seated Him at His right hand in the heavenly places,”

Eph 1:17-20 (NKJV)

The Spirit of Wisdom and Revelation – Pursuing God and His Word.

- It is important for us to have both wisdom and revelation. (Eph 1:17)
- Wisdom is applied or experiential knowledge – we must know God’s Word and apply it.
- Revelation is a disclosure of truth given by God through the operation of the Holy Spirit.

What it Means to Have a Relationship With the Lord.

- It must be supernatural in its essence.
- It must in its essence be a reality that we step into.
- It is guided by the Spirit and the Word – both are needed to perceive, understand and know.

. . . the hope of His calling.

- God has called/summoned each one of us to Himself and His purposes.
- God’s calling on our lives is the most important thing that we possess.
- God’s calling is our pathway into becoming what He wants us to be.

. . . the riches of the glory of His inheritance in the saints.

- God has stored up an inheritance for us.
- The Holy Spirit was given to us as a down payment for our inheritance.
- Our inheritance is found in each other – we are connected to one another and need each other to come into fullness individually and corporately.

. . . the exceeding greatness of His power towards us who believe.

- Our destinies depend on God’s power working in us.
- This power guarantees our success in life.
- Synergy –God’s power is greater in us together than our individual contributions.

We Were Created for Destiny; It’s Our Original Design.

- We have an individual destiny.
- We have a corporate destiny that works together with our individual destinies.
- Our destiny linked to God raises us above every obstacle and hindrance.

Nothing can stop the Spirit of God within you from making you the person that He wants you to be unless you choose to walk a different way.

Destiny Discovery Tool #1 – Formative Influences

Do in the *Journey Guide PRO* Section 1 (or optionally here). The foundations of destiny are laid in our family of origin and childhood experiences. God knows each of us long before we ever know Him. He was aware of our conception and has a role in our formation. Even the difficult factors of our lives are not outside of God's sovereign oversight. Understanding our formative influences can help us understand God's greater plan for our lives.

1. Write five words or phrases that describe your pre-teen childhood years.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

2. Write your top three childhood dreams: "When I grow up I want to be a..."

- a. _____
- b. _____
- c. _____

3. Name the top three positive experiences that shaped your childhood and teen years.

- a. _____
- b. _____
- c. _____

4. Name the top three negative experiences that have shaped you in life.

- a. _____
- b. _____
- c. _____

5. Name the three most influential people in your childhood and teens.

- a. _____
- b. _____
- c. _____

6. How have these factors influenced your formation as a person and how do they affect your sense of destiny?

Discussion

1. If you feel comfortable, share one of the above items, and also discuss #6.

Assignments

Small Group only: Do the first online *Journey Guide PRO Profiler* assessment - the *Ministry Gift Assessment*, print and bring the results or bring them on your mobile device to the group next week. If you're not doing the online tool, do the Destiny Discovery Tools #2 in the next section.

Session 2: Ministry Gifts – Equipped for Destiny



Your Ministry Gifts or Destiny Orientation (DO) Describe How You Interact With Your World

“And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers.” Eph 4:11 (NKJV)

Our Destiny Is to Fulfill Our Personal Part of the Ministry of Jesus.

- Your ministry gifts are the primary influence on how you function.
- The ministry gifts shape how you see the world around you.
- God gave us the ministry gifts to equip us for the specific service or ministry He’s called us to do.

God Has a Unique Purpose and Plan for Each of Our Lives.

- God leads us through a process of destiny development and discovery.
- There may be various ‘stages’ or seasons versus one life-long assignment.
- Sometimes it includes “non-destiny” assignments to train us.

God Has Given Ministry Gifts to Each Person in Order to Manifest the Fullness of Christ in the Earth Through His People.

- Christ ascended and then filled all things.
- Although there are ‘offices’ of the five gifts, that’s not the primary intent.
- The gifts are about function and fruit, not position and title.

The Gifts Were Given at . . . for the Purpose of . . . Until . . .

- These “Ministry” Gifts were given at the ascension of Jesus. (Eph 4:7-10)
- These gifts have the same purpose: Equipping the saints. (Eph 4:11-12)
- These gifts will be in operation until the goal is achieved. (Eph 4:13-16)

The Gifts Were Given According to the “Measure” of Christ’s Gift.

- Each person is oriented most toward one or two of these gifts.
- All of us have a different scope and sphere of ministry.
- Grace was given to us so we can represent Jesus in every sphere and scope of leadership.

Orientations

- Not everyone is called to be a pastor, apostle, evangelist, prophet or teacher—but all of us are called to be influenced and empowered by these gifts so we can fulfill God’s purposes on the earth. You will tend to be influenced by one of these gifts more than another on the basis of your unique wiring. At Destiny Finder, we call this influence your Destiny Orientation. A Destiny Orientation, or DO, is what the acronym suggests: It is what you do. It’s how you function and relate to the world around you.
- We choose the word “orientation” because we don’t want to focus on the position or title – so we say someone has an apostolic orientation rather than saying that person is an apostle. We also believe that modern apostles and apostolic-oriented people are not the same as the original apostles that followed Jesus and do not have the same authority.

God Gifted the Few to Equip the Many According to Our Unique Design.

- Our Destiny Orientation determines how we operate in most situations.
- Each of us will have a different expression based on our unique makeup.
- Every believer can receive impartation from every one of the gifts.

The Purpose of God Is to Make EVERYONE Apostolic, Prophetic, Pastoral, Teaching, and Evangelistic.

- It's not about elevating particular individuals to high places of prestige.
- We all have dimensions of each of the ministry gifts.
- It's not just about identifying one gift in you, but seeing the gifts in relationship to each other.

We Must Have a Biblical Understanding of These Gifts.

- They are still in operation today.
- They represent one dimension of our destinies in Christ.
- It is to our detriment to not honor and allow them to function.

God Gifted the Few to Equip the Many According to Our Unique Design.

- Every believer can receive impartation from the Holy Spirit to function in every one of the gifts as needed.
- Each person is oriented most toward one or more of these gifts.
- Our Destiny Orientation determines how we operate in most situations.

Destiny Discovery Tool #2 – Ministry Gifts /Orientations

Optional worksheet. If you were **NOT** able to do the *Ministry Gift Assessment* in the online *Journey Guide PRO Profiler* you can do the paper version on the next page. But we **strongly recommend** you do the online version because it's much more comprehensive and you'll get a multi-page report packed with insights.

Do online and bring printed results or have them available on your laptop or mobile device.

Circle the one answer most like you, most true, or that you identify most with.

1. In a working environment, I am most effective at. . .

1. developing new workers, leaders, services or programs.
2. improving the quality and impact of our products.
3. increasing impact through creative marketing and/or sales.
4. improving relationships between my coworkers.
5. helping the team focus on the details of a project.

2. I am most frustrated when I feel . . .

1. powerless to accomplish God's purposes.
2. distracted and distant from God.
3. unmotivated or unable to share my faith with others.
4. irritable and hindered in my ability to love others.
5. unable to communicate concepts clearly.

3. My life message is most focused on . . .

1. bringing the kingdom of heaven to Earth.
2. hosting the presence of the Holy Spirit.
3. reaching unbelievers with the gospel.
4. unifying individual believers together in Christ.
5. helping every believer become a true disciple of Jesus.

4. I like to help or train others to . . .

1. launch new activities, groups, organizations or causes.
2. develop their sensitivity, creativity and spirituality.
3. interact with those outside their group or organization.
4. build friendships and care for those in their community.
5. present vital and helpful information most effectively.

5. In challenging situations, I usually find myself . . .

1. leading and directing people.
2. encouraging and praying for and with people.
3. involving and challenging people.
4. comforting and connecting people.
5. informing and instructing people.

6. I am most passionate about . . .

1. bringing different people together to accomplish something great.
2. standing against what is wrong and standing up for what is right.
3. influencing people to live their lives for what matters most.
4. helping people build strong families and communities.
5. helping people become life-long learners and apply their learning well.

7. I am most bothered by those who . . .

1. are complacent and careless about fulfilling their destinies and don't care about where their lives are going.
2. trust in their own strengths and not in the power of God.
3. care more about their own comfort than about the souls of others.
4. are more concerned about accomplishing tasks than loving people.
5. value spiritual experience over the truth of Scripture.

8. In a ministry environment, I am most focused on . . .

1. presenting our vision, training leaders and developing new ministries.
2. encouraging worship, prayer and prophetic gifts/revelation.
3. equipping others to share the gospel and serve the poor.
4. helping believers to love one another and build a caring community.
5. teaching truths that bring growth and transformation.

9. I would describe myself as . . .

1. strategic.
2. spiritual.
3. persuasive.
4. supportive.
5. knowledgeable.

10. I am most effective in equipping others to . . .

1. motivate and lead others to fulfill their mission in life.
2. help others experience God's presence and operate in His power.
3. know what they believe and know how to lead others to Jesus.
4. become effective caregivers for the spiritually wounded.
5. know the Bible and communicate it effectively with others.

Score: Total the number 1 answers, number 2 answers etc.:

1) _____ 2) _____ 3) _____ 4) _____ 5) _____

Key:

- 1) Builder (Apostolic)
- 2) Revealer (Prophetic)
- 3) Recruiter (Evangelistic)
- 4) Connector (Pastoral)
- 5) Trainer (Teaching)

The Ministry Gifts - Overview

“And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers.” Eph 4:11

God Gave Us the Ministry Gifts to Equip Us for Service. (The Ministry Gifts are Sometimes Called Destiny Orientations.)

1. Builder – The Apostolic gift: God’s “sent one” or delegated representative

- Focus: Mentoring and mobilizing for ministry, mission and multiplication
- Function: Church and ministry pioneering, oversight and renewal
- Impartation: Leadership development and multiplication

2. Revealer – The Prophetic gift: God’s confidant and spokesperson

- Focus: Discerning and declaring God’s power, presence and perspective
- Function: Intercession, worship, public and private prophecy
- Impartation: Spiritual passion and pursuit of God’s presence and power

3. Recruiter – The Evangelistic gift: God’s herald of good news of the kingdom

- Focus: Declaring and demonstrating the gospel for conviction and conversion
- Function: Equipping the church to reach the world
- Impartation: God’s heart for the lost and tools for reaching them

4. Connector – The Pastoral gift – God’s shepherd and caretaker of people

- Focus: Catalyzing and cultivating a Christ-centered, caring community
- This gift is expressed in two primary ways: elder and deacon.
- The Elder Gift Focus: Serving community by leading people and groups
- The Deacon Gift Focus: Serving community through projects and programs

5. Trainer – The Teaching Gift – God’s instructor and guardian of the truth

- Focus: Communicating and conveying truth for training and transformation
- Function: Bible study leader, disciple maker, teacher
- Impartation: Value and hunger for the Word of God and truth.

About the Ministry Gifts

The focus of this tool is the gifts that are found in Ephesians 4:11. These gifts represent the five different ministries of Jesus. When He ascended, He supernaturally distributed these gifts to His followers. These five ministries were given at the same time (at Jesus’ ascension), for the same purpose (to equip the saints for ministry), and until the same time (until we all are unified and perfected in Christ). Each of us needs to be equipped in all of these ministries and to be mentored in the ministry that specifically corresponds to our personal destiny. This is the first step in your development: recognizing which of these ministries reflect your personal calling. Later you will begin to take developmental steps in pursuit of the fulfillment of your call.

We focus on these as orientations, not offices or positions; emphasis is on function and fruit. We believe every person has the potential to function in each of the gifts to some degree, but each person will tend to be stronger in one or two.

The ministry gift reflects the way we interact with the world around us. It is very central to how we operate and see things. There are positive and negative aspects. For example, people with a teaching

gift can be annoying because they are always pointing out how things are not exactly right – that’s one aspect of the gift in operation... but it must be tempered and used wisely. The online assessment results cover strengths and weaknesses of each gift.

Don’t get hung up on the results; if you answered a couple of questions differently the results might differ. Look at the gift mix of all five and try to find basic trends.

How to Discover and Develop Your Ministry Orientation.

- Pray for God’s guidance in the discovery process.
- Take the Destiny Finder *Profiler* assessments and read the reports.
- Recruit peers, mentors and coaches to help guide your journey.

Discussion

1. Share your *Ministry Gift Assessment* results: primary orientation and secondary orientation. How do you feel about the results?
2. Do they match with your perception of yourself or with others’ perceptions of you?
3. Do you see evidence of the gifting in your past and in how you are wired?
4. Can you see the orientation/gift at work in you presently? Are you using the gift in ministry or service or work or just interactions with people now?
5. How would you like to develop your ministry gifts in the future?

Assignments

Small Group only: Do the online *Journey Guide PRO Motivational Gift Assessment*, print the results and bring them to the group next week. Or have the results available on your laptop or mobile device. If you’re not doing the online tool, do the Destiny Discovery Tools #3 in the next section before the next group meeting.

Session 3: Motivational Gifts – Energized for Destiny



Your Motivational Gifts or Motivational Orientation (MO) Describe the Way You Do Life

4 “For as we have many members in one body, but all the members do not have the same function, 5 so we, being many, are one body in Christ, and individually members of one another. 6 Having then gifts differing according to the grace that is given to us, let us use them: if prophecy, let us prophesy in proportion to our faith; 7 or ministry, let us use it in our ministering; he who teaches, in teaching; 8 he who exhorts, in exhortation; he who gives, with liberality; he who leads, with diligence; he who shows mercy, with cheerfulness.” Rom 12:4-8

Spiritual Gifts: Heart Styles

- In the Bible there are different categories and classifications of gifts.
- God has given us distinct motivations or heart styles that affect destiny.
- Destiny motivation is based upon what many call the motivational gifts in Romans 12.

The Romans 12 Motivational Gifts.

- These gifts describe the way or the style in which we minister to others.
- These gifts differ according to the grace that God has given us. (Rom 12:6)
- Understanding these helps us to be more effective and less abrasive.

The Romans 12 Gifts Refer to our M.O. – Modus Operandi.

- These gifts have to do with the way and why we do what we do.
- The wording of the scripture clearly addresses the style with which we exercise the gifts that God has given us.
- These gifts speak to the inspiration of heart with which they are expressed.

The Romans 12 Gifts Represent Another Dimension of Who We Are.

- We are not characterized as being one gift or another.
- There are multiple dimensions of how the seven gifts fit together in our lives.
- It’s more like a house that we are building.

When Thinking About These Gifts, Consider . . .

- What drives you?
- What’s in your heart?
- What causes you to reach out or do what you want to do?

These Gifts Are Not Exclusive Categories but Are Life Colors or Flavors.

- Disclaimer: Be cautious of imposing exclusive categories upon Scripture.
- All Gifts of the Spirit should work in tandem with the Fruit of the Spirit. vs. 9-21
- Your Motivational Orientation must always flow out of love.

Destiny Discovery Tool #3 – Motivational Gifts / Orientations Romans 12:6-8

Optional worksheet – **ONLY do this** you can't do the online *Journey Guide PRO Profiler - Motivational Gift Assessment*.

Do online and bring printed results or have them available on your mobile device.

On a scale of 1-10, note the degree to which you identify, with 1 being the least and 10 being the most.

The Prophetic MO: Perceiver – According to the Measure of Your Faith

- Motivated by: Right and Wrong. Righteousness and Worldliness. _____
- Misperceived as: Self-righteous, critical, and judgmental. _____
- Affirmed as: One who perceives and proclaims God's perspective. _____

The Ministry MO - Server – According to a Heart to Serve Others

- Motivated By: Practical problems, tasks and needs. _____
- Misperceived As: workaholic, too busy, performance oriented. _____
- Affirmed As: One who sees a task and takes responsibility to do it. _____

The Teacher MO: Teacher – According to a Heart to Instruct Others

- Motivated By Fact and Falsehood. Ignorance and Accuracy. _____
- Misperceived As: a know-it-all, legalistic, and perfectionistic. _____
- Affirmed As: one who uses the truth to remove ignorance. _____

The Exhorter MO: Encourager – A Heart to Stir and Spur Others

- Motivated By: Unrealized Potential and Possibility. Hope and Hopelessness. _____
- Misperceived As: Simplistic, poor listener, People as projects. _____
- Affirmed As: One who sees unrealized potential and calls it forth. _____

The Giver MO: Giver – A Heart to Supply Resource Without Pretense

- Motivated by: Supply and Demand. Need and Resource. _____
- Misperceived as: Doormat, naïve, a lobbyist using gifts to affect change. _____
- Affirmed as: A generous person who seeks to supply need resources. _____

The Leader MO: Leader – A Heart to Organize Others for Outcome

- Motivated by: Unachieved Corporate Outcomes. Chaos and Community. _____
- Misperceived as: Manipulative, exploitive. Seeing people as utilities. _____
- Affirmed as: One who organizes others to achieve unfulfilled outcomes. _____

The Mercy MO: Comforter – A Cheerful Heart to Comfort Others

- Motivated by: Pain and suffering due to affliction, guilt and shame. _____
- Misperceived as: Wimpy, non-confrontational, undiscerning, co-dependent. _____
- Affirmed as: One who seeks to remove pain and guilt. _____

Score

Total each section: the higher the score, the more you are oriented toward that gift. The three highest:

1. _____
2. _____
3. _____

Example of the Motivational Gifts in Operation: Thanksgiving Dinner

While bringing the turkey to the table, Aunt May trips on a light cord and drops the turkey on the floor.

- The Server jumps up to help clean up.
- The Leader starts organizing everyone to assist.
- The Comforter rushes to the person who dropped the food and says, "It's alright... don't feel bad, we all have accidents."
- The Giver says, "I'll run down to the grocery store and buy another turkey."
- The Teacher says, "Let me explain how to arrange the room so that doesn't happen."
- The Encourager says to the person, "You are such a blessing Aunt May, don't worry, we have plenty."
- The Perceiver says, "I had a feeling something was going to happen and was about to warn her."

Discussion

1. Which of these motivational gifts do you most identify with?
2. How do your motivational gifts complement or contrast with your ministry gifts?
3. How does your M.O. potentially enhance or hinder your future calling?
4. How does your gift mix operate in the workplace and family life?

Assignments

Small Group only: Do the online *Journey Guide PRO Profiler - Manifestation Gift Assessment*, print the results or have them available on your laptop or mobile device, and bring them to the group next week. If you're not doing the online tool, do the *Destiny Discovery Tools #4* in the next section before the next group meeting.

Session 4: Manifestation Gifts – Empowered for Destiny



Your Manifestation Gifts or Supernatural Orientation (S.O.) describe your destiny “power tools”

“4 There are diversities of gifts, but the same Spirit. 5 There are differences of ministries, but the same Lord. 6 And there are diversities of activities, but it is the same God who works all in all. 7 But the manifestation of the Spirit is given to each one for the profit of all: 8 for to one is given the word of wisdom through the Spirit, to another the word of knowledge through the same Spirit, 9 to another faith by the same Spirit, to another gifts of healings by the same Spirit, 10 to another the working of miracles, to another prophecy, to another discerning of spirits, to another different kinds of tongues, to another the interpretation of tongues. 11 But one and the same Spirit works all these things, distributing to each one individually as He wills.” 1 Cor 12:4-11

This Topic Can be Controversial

- We realize there are various views on these gifts. We plead for open-mindedness and grace. We believe the Church needs both the Word and the Spirit and all that Spirit provides.
- These “power tools” are not more important than the other gifts, but they have different functions. They are more visible and manifest.

Jesus Never Intended for Us to Fulfill His Will in our Human Strength.

- Manifestation Gifts / Supernatural Orientation (S.O.)
- These are the ways God has gifted you to function supernaturally.
- Based on the list of spiritual gifts or “graces” (charisma) listed in 1 Cor 12:8-10.

Different Members of the Body Have Different Positions on the Gifts.

- Some are reluctant to say they are supernatural deposits of the Holy Spirit.
- Some believe that the gifts passed away when the full New Testament was formed.
- A reasonable approach allows full expression of God’s gifts with as little as possible offense to brothers and sisters who do not believe the same way.

God has Equipped Us in Many and Various Ways for Our Destinies.

- There are three distinctions made regarding the manifestation gifts.
- Each gift set is distinct in context and function. (1 Cor 12:4-6)
- The manifestations of the Spirit were given to every believer. (1 Cor 12:7)

It’s Important to Understand How the Gifts Work Together in Destiny.

- Spiritual gifts inform your profile.
- Spiritual gifts inform your sense of identity.
- Spiritual gifts inform your sense of purpose in the Lord.

The manifestations of the Spirit Are Given to Benefit All. 1 Cor. 12:8-11

- The context of this passage begins in 11:17 and goes through 14:40.
- During the gathering the Spirit distributes gifts to bless the saints.
- Everyone can receive any gift. But we have a greater propensity for one or two.

Destiny Discovery Tool #4 – The Manifestation Gifts

Optional worksheet – ONLY do this you can't do the online *Journey Guide PRO Profiler Manifestation Gift Assessment*. Do online and bring printed results, or have them available on your mobile device.

Note approximately how many times you have operated in each gift in the last year.

Word of Wisdom: *Logos Sophia* – Wisdom as applied knowledge. _____

- Word of wisdom normally appears as divine problem solving. This is when God gives wisdom that is beyond the normal wisdom of men. Wisdom is the application of knowledge in just the right way to solve a problem.
- Examples: Solomon, Peter at Joppa: Acts 10, James-Acts 15

Word of Knowledge: *Logos Gnosis* – Knowledge is information. _____

- Knowing things that could not be known naturally.
- Examples: Zachaeus, Sapphira: Acts 5, Man in Lystra-Acts 8

Gift of Faith: *Pistis* – Faith is the conduit for the God's supernatural work. _____

- Faith is a gift of certainty that God will fulfill His promise at the present time.
- Examples: Man in Lystra: Acts 14

Gifts of Healings: *Charisma Iama* – Dispensing God's Healings. _____

- Specific, God-given restoration from disease and injury.
- Examples: At the gate: Acts 3.

Working of Miracles: *Energema Dunamis*- Works of Power. _____

- Miracles are the result of supernatural power over the natural
- Examples: Place shaken: Acts.4, Dead raised-Acts 9 & 19:11

Gift of Prophecy: *Propheteia* – Speaking the anointed words of God. _____

- Congregational Prophecy: Edification, exhortation, comfort.
- Mature Prophecy: Correction, Direction and Foretelling future.
- Examples: Sending: Acts13, Agabus-Acts 11 & 21

Discerning of Spirits: *Diakrisis Pneuma* – demonic or divine. _____

- The ability to determine spiritual sources and motives.
- Examples: Elymas the sorcerer: Acts 13, Acts 16.

Kinds of Tongues: *Genos Glossa* – Of men and of angels. _____

- For communicating the Gospel, prophecy and praise.
- Examples: Acts 2:4, Cornelius Acts 10, Ephesus Acts 19.

Interpretation of Tongues: *Hermeneia Glossa*. _____

- Supernatural ability to interpret a message in tongues or an unknown language
- Examples: Acts 2:8, 1 Cor 14:13-19

Score

Total each section: the higher the score, the more you are oriented toward that gifting.

Highest three scores: _____

How to Receive and Minister in the Power of the Gifts of the Spirit

- Seek the Giver and the Gifts: Pray, study, conferences.
- Minister in the Gifts - Sundays, Life Groups, Marketplace
- Take risks and don't be afraid of making mistakes. Try and get feedback.

Prayer and Ministry Time

- The group will have a directed prayer and ministry time, focusing on receiving, activating, experiencing and exercising the manifestation gifts.

Discussion (This is optional. If you don't do a large group, you can do this.)

1. Which of these manifestation gifts do you most identify with or tend to experience?
2. How do your manifestation gifts complement or contrast with your other gifts?
3. How do your manifestation gifts potentially enhance or hinder your future calling?
4. How does your manifestation gift mix operate in the workplace and family life?

Assignments

Small Group only: Read the notes in the *Passion Assessment section* (next section). Do the online *Journey Guide PRO Profiler - Passion and Delight Assessments, God's Direction* and *My Dream* sections. Print the results, AND print the *Profiler Summary*, or have all of them available on your laptop or mobile device, and bring them to the group next week. If you're not doing the online tool, do the *Destiny Discovery Tools #5* in the next section before the next group meeting.

Session 5: Passions and Dreams –Clarify Your Destination



Our God-Given Passions and Dreams Are Aligned With Our Destinies

“7 Of the increase of His government and peace there will be no end, upon the throne of David and over His kingdom, to order it and establish it with judgment and justice from that time forward, even forever. The zeal of the Lord of hosts will perform this.” Isa 9:6-7

Jesus Said, “The zeal for the Lord’s house has consumed me.”

- Zeal is a place of passion, for God is a passionate God.
- Passions are essential to what we do.
- Passion is to a dream what wood is to fire.

Human Beings Were Made to Dream

- We are dreamers because God is a dreamer.
- Aspiration is the very highest function of the human spirit.
- If we can aspire, that aspiration is what draws our hearts forward.

God Envisions Great Outcomes and Invites Us to Dream With Him

- God has an agenda, a dream, and a purpose that He’s moving toward.
- We are a part of God’s agenda, dream and purpose.
- Our God-given passions and dreams are aligned with our destinies.

God works Inside of Us to Cultivate Aspirations According to Our design

- Throughout history, God has given dreams leading to Destiny.
- Almost every hero of scripture was called to a dream and destiny.
- God wants to place his dream within you for destiny.

Paul had a Destiny Before he had a Relationship With God (Acts 8:1)

- History: He had a great spiritual lineage (Philippians 3:4-7).
- Teacher M.O. He was zealous for the truth as he understood it.
- Apostolic: He was sent to bring down the new cult of followers of Jesus (Acts 9:1-2).

Paul Received a Clear Call and a Clear Destiny From Jesus (Acts 9:3-19)

- Paul is confronted by Jesus and healed by Ananias.
- Later, Paul shares more detail with Agrippa (Acts 26:12-19).
- He was not disobedient to the heavenly vision (Acts 26:19).

Paul’s Heavenly Vision Ultimately Became His Destiny

- A Season of Preparation: Acts 9:20-30, Gal. 1:11-2:10
- A Season of Pioneering: Sent with Barnabas (Acts 13-14).
- A Season of Fathering: The Apostolic Letters to Churches.

How to Discern and Develop Your Dream and Destiny in Christ

- Lordship: We must submit our life and aspirations to Jesus (Ps37:4).
- Discipleship: We must submit to a training process in Jesus (John 15:7).
- Leadership: We must serve others in the name of Jesus.

Destiny Discovery Tool #5 – Passions and Dreams

Small Groups Note: You may decide to stretch this session to two weeks to allow more processing time.

Passion Assessment

Do the online *Journey Guide PRO Profiler – Passion Assessment*. If you can't do the online version, do this worksheet. Bring printed results or have them available on your laptop or mobile device.

1. What sphere of society (Church/Religion, Family, Business, Government, Culture/Media) do you feel called to?

2. What issues or problems bother you the most?

3. What type of organization are you most comfortable with?

Example: large, small, your own business, non-profit, start up, corporation

4. What type of role are you most comfortable with?

Example: team manager, assistant, division manager, primary caregiver, content creator, tradesman, director

5. What region or part of the world do you feel called to?

6. What people group are you most attracted to?

Example: youth, single moms, skaters, high-tech, artists, Millennials, outcasts, etc.

7. What religious affiliation are you most attracted to minister to?

Example: Christian, Eastern religions, cults, atheist, pagan, new age, agnostic, church drop outs, etc.

Delight Assessment: Matching Loves With Talents

Do the online *Journey Guide PRO Profiler – Delight Assessment*. If you can't do the online version, do this worksheet.

Bring printed results or have them available on your laptop or mobile device.

Your destiny will be where what you love matches up with what you're good at. We call that your Delights. This assessment is another way to try to understand how you are wired.

1. List your Loves (the things you love to do)

1. _____
2. _____
3. _____
4. _____
5. _____

2. List your Talents (the things you are good at doing)

1. _____
2. _____
3. _____
4. _____
5. _____

3. List your matches (love and talent are the same). These are what we call your Delights.

1. _____
2. _____
3. _____

God's Direction

Do the online Journey Guide PRO -*Profiler* – *God's Direction* section. If you can't do the online version, do this worksheet.

Bring printed results or have them available on your laptop or mobile device.

1. Who are the people you admire and why?

Consider relatives, teachers, friends' parents, heroes, pastors, authors, etc.

1. _____

2. _____

3. _____

2. Which Bible characters are your favorites and why?

1. _____

2. _____

3. _____

3. Which Bible verses are your favorites and why?

1. _____

2. _____

3. _____

4. What significant spiritual experiences have you had, including prophetic words?

1. _____

2. _____

3. _____

5. What counsel have you received from your family and friends about your calling?

1. _____

2. _____

3. _____

6. What counsel have you received from leaders in your life about your calling?

1. _____
2. _____
3. _____

7. Childhood – what did you want to be when you grew up and why is that important now?

1. _____
2. _____
3. _____

8. What direction or leading from the Lord have you received in prayer?

1. _____
2. _____
3. _____

9. Is there anything else that is significant and why (book, movie, song, etc.)?

1. _____
2. _____
3. _____

My Dream

Do the online *Journey Guide PRO Profiler – My Dream* section. If you can't do the online version, do this worksheet. Bring printed results or have them available on your laptop or mobile device.

Your dream is another term for your destiny or calling. Consider all that you've discovered so far: your *Profiler Assessment Summary*, *God's Direction*, and what is being activated in your heart, and now bring it together to state your dream.

Dream Rough Drafts

If you had no limitations of time, energy, money or opportunity and knew for certain that you could not possibly fail, what would you do for God? (Twitter-sized response) – do three, even if they are not clear or well-defined at this point. It may be hard to do this but write something, even if it sounds crazy.

1. _____

2. _____

3. _____

Finalize your Dream

Select the dream that seems most on your heart or that you are most passionate about by circling it or entering the number here: _____. You can change it later on; the important thing is to start to get specific and move forward.

Discussion and Prayer

1. Share your dream.
2. Pray for each other's dream fulfillment in pairs.

Assignments

Small Group:

Finish writing out your dream rough drafts and finalized dream if you didn't complete the assignment yet and bring the results to the next session. This finishes the *Profiler*.

Complete a first draft of the *Journey Guide PRO Mapper* Section 6 Ministry Development (or if you're not doing the online tool, do Discovery Tool #6 in the next section). There is a lot to cover, so keep it short the first time through. This will be a work in progress, perhaps over a lifetime, so we don't expect you to get it finalized the first time.

Session 6: Ministry Development – Create Your Plan



Destiny Fulfillment Depends Upon a Blend of Discipline and Delight

“24 Do you not know that those who run in a race all run, but one receives the prize? Run in such a way that you may obtain it. 25 And everyone who competes for the prize is temperate in all things. Now they do it to obtain a perishable crown, but we for an imperishable crown. 26 Therefore I run thus: not with uncertainty. Thus I fight: not as one who beats the air. 27 But I discipline my body and bring it into subjection, lest, when I have preached to others, I myself should become disqualified.” (1 Cor 9:24-27)

We Are Each Running an Individual Race for a Prize

- Our race is not against one another.
- We race against the enemy and his schemes.
- We race against negative factors in our own lives (inertia, lack of discipline, apathy, lethargy, brokenness, limitations, unresolved issues, etc.).

We Must “Run in Such a Way That We Might Obtain It.” (1 Cor 9:24)

- The process requires focus.
- The process requires intentionality.
- The process requires planning (including what to do and what not to do).

We Must Build a Balanced Lifestyle Around What the Lord Has Ordained for Us

- Get our ‘big rocks’ straight – What are our priorities in life?
- Make the ‘main thing’ the main thing.
- Recognize and avoid the tyranny of the urgent.

Having the Life of One Fit to Win the Prize (1 Cor 9:26-27)

- Therefore, I run thus . . . not with uncertainty.
- Therefore, I fight thus . . . not as one who beats the air.
- I discipline my body.

We Must Engage the Stewardship of Our Destinies

- There are forces that want to drive us in directions that will ultimately sabotage our destinies.
- Follow delight-directed vs. duty-driven discipline (Heb 12:2).
- Duty is a safety net: In the absence of delight, we do what’s right because it’s right.

Paul Blended Discipline and Delight in Pursuit of His Destiny

- He kept his passion for Jesus at the center of everything (Phil 3:7-11).
- He was able to forget the past and move toward the future (Phil 3:12-14).
- He continued to press toward the mark and lay hold of the prize.

Destiny Discovery Tool #6 – Ministry Development (Mapper #1)

Do the *Journey Guide PRO Mapper* Section 6 Ministry Development section. If you can't do the online version, do this worksheet including the mind map and goals. Bring printed results or have them available on your laptop or mobile device.

Now get specific about how you will fulfill your dream – map it out.

Vision: What Do You See (Or Want to See?)

Define your vision

A vision is a picture of what things will look like when your dream has been accomplished. Visions are descriptive, not active. They provide a direction to move towards, and focus along the way.

What are the **core values** that are most important for your dream? (Authenticity, excellence, creative, hard-core committed, inclusive and casual, honor, biblical, alternative, etc.)

What are the most important **priorities** that will shape how you spend your time, energy, ability and money? (Reach people, keep people, train people, feed and clothe people, etc.)

The best vision statements are clear, inspirational, memorable and concise. Start to think about how to describe your vision along those lines. To help you, here are a few examples of individual or company vision statements.

- In the Church sphere: A church family in Seattle that births greatness.
- In the Government sphere: Cambodia free from sex trafficking.
- In the Family sphere: Every teen mentored with love.
- In the Business sphere: Food as good as your mom's.
- University of Denver: A great private university dedicated to the public good.
- World Vision: For every child, life in all its fullness; Our prayer for every heart, the will to make it so.
- Every Home for Christ: Every home on earth with the Gospel.
- Ikea: To create a better every-day life for many people.

Summarize your Destiny Dream from Session 5...

If I had no limitations and I knew I couldn't fail, I would do the following for God:

My Vision – further refine it

Now take your dream and refine it as needed to state your vision.

Mission: What Must You Do to Accomplish the Vision?

About Mission

Here are some examples:

Example 1

- Vision: Cambodia free from sex trafficking.
- Mission: I will use my leadership abilities to work with and eventually lead a ministry that rescues children from sex trafficking and provides a home, healthcare, and education for them.

Example 2

- Vision (same as above): Cambodia free from sex trafficking.
- Mission (different because one's gifts are different): I will use my artistic and communication abilities to create social media blogs and channels that inspire and recruit people to work with ministries that combat sex trafficking.

Example 3

- Vision: Have a family with awesome kids who change the world, and influence families around us.
- Mission: As a single mom I will raise my kids to be world changers by discipling them and giving them opportunities to minister.

Example 4

- Vision: A church family in Seattle that births greatness.
- Mission: My wife and I will plant a church in Seattle focused on Millennials.

Example 5

- Vision: Every teen mentored with love.
- Mission: I will use my leadership, teaching and counseling abilities and skills to work with disadvantaged teens at a local community center on weekends; mentoring, coaching and training them.

My Mission

Now state your mission as specifically as possible.

Research

What do I need to know first? Talk to your leaders, search on the Internet, make some phone calls, set up some meetings, go on some trips, and find out everything you can related to your mission.

Organizations

What organizations are actively doing what I want to do?

Ministry Opportunities

What ministry opportunities are available in this area?

People Groups and Culture

What people groups will be involved and what is their culture like?

Strategy

What is your strategy for accomplishing your destiny dream (focus on media, focus on young leaders, etc.)? How will you reach your target people group -- advertise, recruit from church, Craigslist, Facebook? Visit colleges? etc.? How will you capitalize on your strengths? – use music, status, connections with schools, sports. Will it be done in phases over several years?

Structures

What kind of organizational structures will assist you in this vision? (business, non-profit, church ministry, community group, informal gatherings, mission, etc.)

Administrative

What administrative resources will be needed (computer, accountant, tax break, web tools, facilities, etc.)?

Financial

Estimate how much money you will need and how you will get it; who can you talk to for help?

Legal

What legal help will be required?

Internship

Include in your plan the goal of getting an internship. It may be a formal one, such as college seniors or medical students do; or it may be informal, in which you create the position. The idea is that once you've identified the target arena you want to minister in, the next step is to get some experience in that area. Get your feet wet! Find a mentor in that area and try to arrange to work with that person or their organization. Volunteer for the summer, or on weekends. Or do a short-term mission or for a long weekend to work with that person or organization.

This is crucial to see if you actually like doing it. If you find that it's not for you, that's ok! You will have gained some experience, you will know how to move forward, and you may make some valuable contacts with people that will help later. Try it out and see how you do, and adjust your plan accordingly. God is with you – go for it!

Team and Mentor

What kind of team will be needed to see this vision realized? What will be your role in this ministry? (worker, leader, boss, salesman, specialist, manager, etc.)

What kind of team will you need to accomplish it?

What kind of overseer or leader will you need to walk with you?

This will be covered more in depth in the last session.

Other

Note other resources that you need to fulfill your dream. (certificate, license, business training, college degree, counseling class, professional degree or training, vehicle, equipment, etc.)

Development Stages

There is a natural developmental process for anyone seeking to do anything significant. Becoming a teacher, starting a club, opening a restaurant, planting a church – with each, if you don't have the skills and experience, you need to go through a process of development with stages.

Here are the general stages: First you need to get **training** and knowledge. Then you **serve** using that training. Then as you progress, you **lead** a team or group or organization. Eventually, if it's appropriate or desired, you can **launch** a new team or group or organization and lead it yourself.

Not everyone will or wants to lead an organization or launch a new one and that's perfectly fine. But it's helpful to understand the developmental path. What developmental stage are you at?

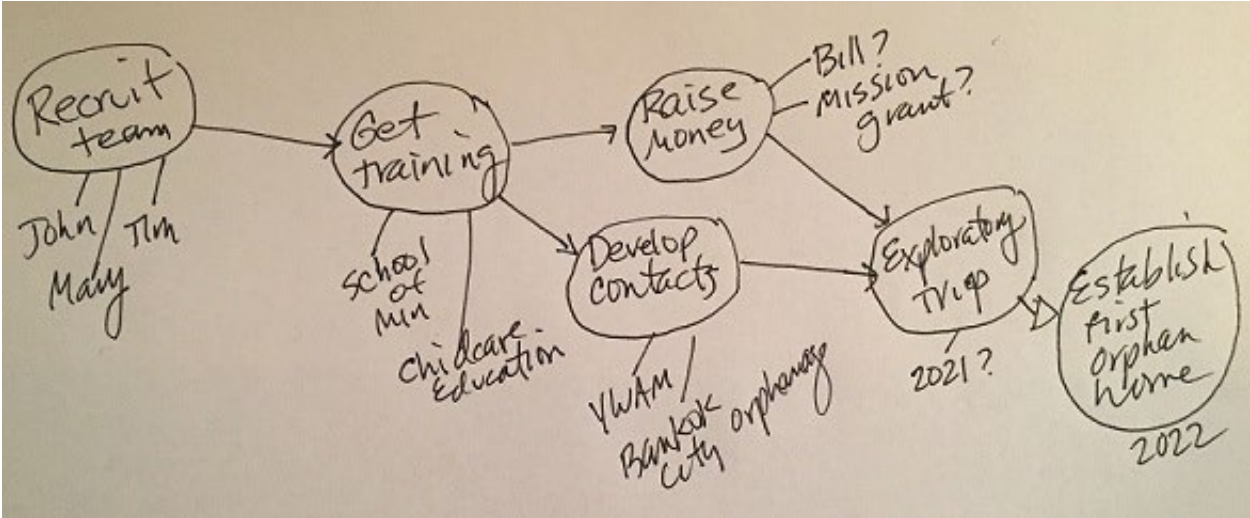
Ministry Goals

Based on your research, start to develop goals to move forward.

Mission Steps Mind Map

Some people work better doing a “visual” and a simple way to do that is with a “*mind map*.” Draw a simple diagram of the major steps in the mission, brainstorming as you do it, showing connections and discovering what’s needed.

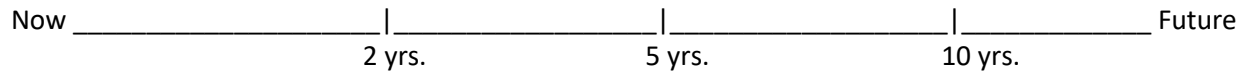
Example of mind-mapping steps to starting an orphanage.



Mission Steps Mind Map – Sketch out the major steps below:

Timeline

Put the major mission steps on a timeline



Set Goals

SMART Goals: Specific, Measurable, Achievable, Relevant, Timed.

Now take the major steps or goals from your Mind Map and Timeline and make them SMART goals. Don't be vague.

Example: Recruit 5 people for the team by Christmas 2019. Raise \$50,000 by GoFundMe by 2022. Etc.

1. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

2. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

3. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

4. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

You will expand your goals and the detail for them over time.

Discussion and Prayer

1. Share your Mind Map and/or main ministry goals.
2. Pray about the number one goal.

Assignments

Workshop, LAB, AND Small Group: Continue to work on your plan, especially your goals. This is a marathon, not a sprint, and there will be probably be many phases as you develop and accomplish things. Find a pastor, leader, coach or mentor to guide you (see the last chapter) and team up with another person to help each other in your journey.

Small Group only: Do the *Journey Guide PRO Mapper* Section 7 Personal Development and bring your results to the next group meeting (or do Discovery Tool# 7 in the next section). This will be an ongoing work-in-progress of becoming more and more like Jesus.



Session 7: Personal Development – Remove Roadblocks

Character Development Is More Important Than Gift Development

“ . . . since we are surrounded by so great a cloud of witnesses, let us lay aside every weight, and the sin which so easily ensnares us, and let us run with endurance the race that is set before us,”
Heb 12:1

We Have Been Saved... and Are Being Sanctified

- The ‘Penalty of Sin’ was laid upon Jesus and I am forgiven.
- The ‘Power of Sin’ was broken by Jesus and I am empowered.
- We continuously need fresh encounters with the Cross of Jesus Christ.

Destiny fulfillment Requires That We Develop Personally by Removing the Roadblocks of Life by:

- Recognizing areas of weakness in our own hearts.
- Realizing areas of our own character that yet need development.
- Giving the Lord permission to work within us.

Keys to Avoiding Destiny Detours and Dead Ends (Heb 12:1-3)

- Recognize that we are surrounded by a great cloud of witnesses.
- Lay aside every weight (burden or impediment).
- Lay aside every sin.
- Run with endurance the race set before us.
- Look to Jesus – our example and the author and finisher of faith.

Resist the Enemy (Jas 4:7-8)

- There are demonic forces in the universe opposed to our Destiny Fulfillment.
- The Enemy has no other interest than thwarting God’s Purposes.
- The Destiny of Jesus was attacked, but Jesus prevailed with the Word. (John 14:30)
- The Enemy outside is mostly powerless unless we give him access.
- Resist the devil with prayer and the Word. And repent of sin. 7 *“Therefore submit to God. Resist the devil and he will flee from you. 8 Draw near to God and He will draw near to you. Cleanse your hands, you sinners; and purify your hearts, you double-minded.”* (Jas 4:7)

We Are Risen With Christ but We still Need to Remove Our Grave Clothes (John 11:44)

- Deliverance: Reject and renounce demonic influence in all areas of your life
- Healing: Allow Holy Spirit to give you God’s perspective on your pain.
- Filling: Continue to receive the work of Holy Spirit in deeper ways.
- Perseverance: Welcome destiny fulfillment as a life-long journey.
- Disciplines: Employ the proven practices of growing in Christ.

Spiritual Disciplines – How to Grow (1 Cor 9:24–27)

Growth Requires Nutrients, Effort and Time

- Once you've made a commitment to cultivate character in your heart, and you've clarified your growth goals (see the *Destiny Discovery Tool # 7 Personal Growth* in the next section), it is important to construct a lifestyle that will support you in your journey. Build helpful habits that keep you moving forward.
- You train for destiny the same way you train for running a marathon, by hard work over time—becoming the person God has called you to be requires effort, dedication and commitment, while depending on the Holy Spirit to guide you and conform you to the image of Christ.
- v24 *“Do you not know that those who run in a race all run, but one receives the prize? Run in such a way that you may obtain it. 25 And everyone who competes for the prize is temperate in all things. Now they do it to obtain a perishable crown, but we for an imperishable crown. 26 Therefore I run thus: not with uncertainty. Thus I fight: not as one who beats the air. 27 But I discipline my body and bring it into subjection, lest, when I have preached to others, I myself should become disqualified.”* 1 Cor 9:24-27
- All of us have areas in our lives that need to be trained and brought into alignment with God's heart and purposes. We are responsible for the stewardship of our lives. Jesus is the author and finisher of our faith; he works in us to will and to do of His good pleasure. But we have to do our part. As we apply God's Word and wisdom, we will be able to run with endurance and win the race that is set before us.

Spiritual Disciplines

There really aren't any shortcuts to growth. There are many spiritual disciplines, but here are some classic Christian disciplines (and there are others) that have been proven over centuries to help you grow in your faith, achieve your life goals and fulfill your destiny.

- Studying God's Word
- Prayer and worship
- Fellowship with other believers
- Financial stewardship
- Service to others
- Sharing Jesus and the gospel with the unreached
- Honoring authority and leadership as part of church life

Each of these disciplines will help give you the “muscle tone” necessary to fulfill the destiny God has given you. Be accountable in a small group and with leadership – that's the safety net.

An old song says, “Trust and obey...” That's sums it up: Trusting in God to do His work in you and being obedient to do your part.

12 *“So then, my beloved, just as you have always obeyed, not as in my presence only, but now much more in my absence, work out your salvation with fear and trembling; 13 for it is God who is at work in you, both to will and to work for His good pleasure.”* Phil 2:12-13

Becoming the person God has called you to be requires dedication and commitment. Keep your eyes on the prize of God's call on your life!

The Growth Cycle

Growth Cycle



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The Process for Growth

Humble Yourself

Through a problem, trial, message, assessment, book, friend, Holy Spirit prompting, etc., you become aware of an issue or character trait that you need to work on. The first step, and most important, is to humble yourself because then God will give you grace.

- 5 *“Likewise you younger people, submit yourselves to your elders. Yes, all of you be submissive to one another, and be clothed with humility, for “God resists the proud, but gives grace to the humble. 6 Therefore humble yourselves under the mighty hand of God, that He may exalt you in due time.”* 1 Pet 5:5-6

Determine What Type of Problem it Is:

Wiring

Our unique God-given design

- Requires understanding and development.
- Gain self-awareness and grow beyond our wiring as appropriate.
- Solution is equipping and personal growth.

Wounding

Negative experiences that cause lasting pain on a deep soul level and the impact, including the resulting fears, false beliefs, personality shifts, and dysfunctional behaviors

- Requires awareness and healing.
- Allow God to give us His perspective on our pain.
- Solution is healing and forgiveness.

Will

Our God-given freedom of choice and determination

- Requires yielding and alignment.
- Conform our will to God’s and prevent points of vulnerability for the enemy to come in.
- Solution is humility and repentance.

Warfare

We must resist the enemy

- Requires identifying strongholds and enemy assignments to achieve breakthrough.
- Yield to God and put on the armor of God.
- Solution is deliverance prayer and intercession from others.

Whatever

Whatever else that doesn’t fall into the other categories

- Requires identifying and address other problems (including health issues, etc.).
- Be open to all factors and seek help.
- Solution includes the disciplines and medical treatment if necessary.

How to Respond

1. Trusting Holy Spirit to work in you *“to will and do of His good pleasure”* (Phil 2:13) and praying as you go, apply the appropriate action prescribed above or spiritual discipline.
2. It’s best to be accountable to a leader or a strong believer who can help you have perspective and give you feedback.
3. God will allow you to be tested in the specific area so you can see if you’ve grown.
4. If you respond well, you’ve passed the “test” and that indicates growth! (And you’ll be able to handle bigger tests in the future... and grow more.) If not, you’ll get another opportunity ;-)

Destiny Discovery Tool #7 –Personal Growth - Removing Roadblocks (Mapper #2)

Do the *Journey Guide PRO Mapper Section 7 Personal Development*. If you can't do the online version, do this worksheet including the goals. Bring printed results or have them available on your laptop or mobile device.

We were all were created for greatness, but many individuals fail to fulfill their destiny potential due to disappointment, unresolved pain, spiritual strongholds and emotional bondages such as anger or fear. Many also struggle with physical appetites and addictions. God has provided healing and freedom from every hindrance. We need to be open, receive and follow through with disciplines and accountability.

Rate Your Level of Personal Victory and Struggle in Each of These Areas...

1, APPETITES – God created our desires but He requires restraint (1 Cor 9:24-27).

Physical Detours: Unrestrained desire, addictions, poor health, etc.

We must employ severe discipline to align our bodies with our destiny.

Struggling 1 2 3 4 5 6 7 8 9 10 Victorious

Notes:

2. AFFECTIONS – Emotions are wonderful servants but terrible masters (Col 3:1-10).

Emotional Detours: Past hurts, rejection, fear, anger, frustration, etc.

We must “put off” destructive emotions and put on the love of Christ.

Struggling 1 2 3 4 5 6 7 8 9 10 Victorious

Notes:

3. ASSUMPTIONS – Thinking biblically is essential to destiny fulfillment (2 Cor 10:3-5).

Mental Detours: False assumptions about God, the world, others and ourselves

Must be brought into alignment with the truth of God's Word. Beliefs matter!

Struggling 1 2 3 4 5 6 7 8 9 10 Victorious

Notes:

4. ATTITUDES – The Will is empowered by attitudes that form our actions (Phil 2:1-13).

Volitional Detours: Rebellion, pride, despondency, discontent, cynicism, etc.

Our wills must be submitted to God's will in an attitude that leads to action.

Struggling 1 2 3 4 5 6 7 8 9 10 Victorious

Notes:

5. ASPIRATIONS – To fulfill our destinies we submit future hopes to God (Phil 3:7-15).

Spiritual Detours: Competitiveness, covetousness, self-disqualification, etc.

We must allow God to sift our dreams so we can pursue with purity.

Struggling 1 2 3 4 5 6 7 8 9 10 Victorious

Notes:

Personal Growth Goals

Do this in the *Journey Guide PRO Mapper* Section 7 Personal Development, or look back on your *Destiny Discovery Tool #7* Personal Growth to help you answer these questions.

HEAD

What are the areas of **Bible knowledge and learning** needed to fulfill your Dream?

HEART

What are the areas of **spiritual growth** needed to fulfill your Dream?

What **character qualities** do you need to develop?

What **lifestyle issues** need to be improved?

HANDS

What other areas of **personal ministry** do you need to address?

Set Goals

1. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

2. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

3. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

4. Goal title _____
Priority (High, Med, Low) _____ Due by _____
Notes _____

You will expand your goals and the detail for them over time.

Discussion and Prayer

We suggest same gender groups for this session.

1. Share about one of the areas you're struggling with and your goal.
2. Pray for each other in pairs or groups of 3 or 4.

Assignments

Workshop, LAB, AND Small Group: Work with a leader or coach to identify growth goals and develop a plan to address them.

Small Group only: Do the *Journey Guide PRO Mapper* Section 8 Team Development *Team Assessment* (or complete *Discovery Tool #8* in the next section) and bring the results to your group meeting.

Session 8: Team Development – Partners and Mentors



Destiny Fulfillment Occurs Best in the Context of Family and Team

“For this reason I bow my knees before the Father, 15 from whom every family in heaven and on earth derives its name, ...” Eph 3:14

“...just as you know how we were exhorting and encouraging and imploring each one of you as a father would his own children, ...” Thes 2:11

A Spiritual Family Consists of Fathers, Mothers, Siblings, and Children

- We need fathers and mothers to pour into our lives.
- We need brothers and sisters to walk with us.
- We need sons and daughters that we are leading along the path of destiny.

We Cannot Grow Into Our Own Destinies Without Helping Others Grow Into Theirs

- This holistic dynamic is the Kingdom of God.
- The Kingdom of God is essentially a family.
- The African proverb is right: It “takes a village” to fulfill a destiny.

We Are All on a Journey of Maturity, Which Is a Critical Part of Destiny Fulfillment

- Three levels of maturity: “I speak to you fathers...; I speak to you young men...; I speak to you children...” (1 John 2:12-14).
- There is a different level of growth and a different level of victory for each maturity level.
- Immaturity is not a sin. It’s a state of being that is remedied by experience, growth, input in family, correction and instruction.

True Destiny Fulfillment Is Becoming Mature Sons and Daughters Filled With the Spirit of God

- Maturity is moving beyond our own insecurities, issues, narcissism, self-centeredness, pride, weaknesses, self-obsessions, etc.
- Maturity is caring more about God’s heart and purposes than our own.
- Maturity is giving up short-term pleasure for long-term gain.

Our Lifestyles Are Ecosystems

- Everything in our lifestyles is interdependent, all of it plays on one another.
- Shifting our lifestyle ecosystems takes work and intention.
- We must be willing to shift our lifestyles in pursuit of destiny fulfillment.

The Intergenerational Dynamic to Destiny Fulfillment (2 Tim 2:1-2)

- PAUL – “The things that you have heard from ME...”
- TIMOTHY – “commit these to FAITHFUL MEN...”
- FAITHFUL MEN – “who will be able to teach OTHERS also.”
- OTHERS

Four generations – that’s multiplication!

Destiny Discovery Tool #8 – Team Assessment (Mapper #3)

Do the *Journey Guide PRO Mapper* Section 8 Team Development. If you can't do the online version do this worksheet including the goals. Bring printed results or have them available on your laptop or mobile device.

Every believer has been entrusted with a God-given destiny, but we were never intended to fulfill this destiny on our own. We were born-again into a family with spiritual fathers, mothers, sisters, brothers and even uncles and aunts. Sadly, many who are still wounded from the past or have chosen the path of pride, find it difficult to connect with other believers and spiritual fathers and mothers.

Rate Your Level of Personal Victory and Struggle in Each of These Areas:

1. FAMILY/SPOUSE AND FRIENDSHIP – God desires us to cultivate deep and lasting relationships.

My family and/or spouse is partnered with me and supportive in fulfilling my/our destiny.

No 1 2 3 4 5 6 7 8 9 10 Yes

My network of friends supports me in the fulfillment of my dreams/destiny.

No 1 2 3 4 5 6 7 8 9 10 Yes

2. FELLOWSHIP – God wants us to be committed to a group of committed believers.

I am committed to a congregation that provides destiny training and opportunities.

No 1 2 3 4 5 6 7 8 9 10 Yes

I take advantage of every opportunity to learn and serve according to my destiny.

No 1 2 3 4 5 6 7 8 9 10 Yes

3. LEADERSHIP – God wants us to honor those who are in leadership over us.

I honor every leader in the workplace and in the Church.

No 1 2 3 4 5 6 7 8 9 10 Yes

My leaders consider me one of the most loyal and faithful people in our church.

No 1 2 3 4 5 6 7 8 9 10 Yes

4. APPRENTICESHIP – God wants us to posture ourselves as teachable followers.

I am teachable and receptive to correction and instruction by others.

No 1 2 3 4 5 6 7 8 9 10 Yes

I am a life-long learner who follows the models of my mentors and leaders.

No 1 2 3 4 5 6 7 8 9 10 Yes

5. MENTORSHIP – God wants us to mature into gracious leaders and trainers of others.

I am certain that the best way to grow into my destiny is by guiding other into theirs.

No 1 2 3 4 5 6 7 8 9 10 Yes

I am consistently involved in discipling, training and ministering to younger believers.

No 1 2 3 4 5 6 7 8 9 10 Yes

Who is mentoring you?

Who are you mentoring?

Team Goals

Define Team Goals based on the discovery/assessment tool results.

Set Goals

1. Goal title _____
 Priority (High, Med, Low) _____ Due by _____
 Notes _____

2. Goal title _____
 Priority (High, Med, Low) _____ Due by _____
 Notes _____

3. Goal title _____
 Priority (High, Med, Low) _____ Due by _____
 Notes _____

4. Goal title _____
 Priority (High, Med, Low) _____ Due by _____
 Notes _____

You will expand your goals and the detail for them over time.

Discussion and Prayer

1. Share about one of your team goals.
2. Pray for each other in pairs or groups of 3 or 4.

Assignments

- **Workshop, LAB, AND Small Group:** Develop a mentor relationship with a pastor, leader, or coach, and with their guidance, begin to identify team goals and a plan, and start taking action to fulfill them as well as your ministry and personal development goals. All of it together will move you forward into your destiny and calling.

That's the end of the series, but your development and discipleship will continue; this is just the beginning of your journey. Keep using your *Journey Guide PRO* (or *Workbook*) as a tool, adding to it and revising it as needed.

7. People Development

“For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand that we should walk in them.” Eph 2:10

Every Member Ministry

True Disciples Prioritize Lordship and Partnership

Five hundred years ago we had a protestant reformation led by Martin Luther. In that process, they rediscovered and reasserted a truth called the “**priesthood of every believer.**”

We reformed our concept, but we never reformed our practice. The idea was that we don’t need intermediaries, and that every single member of the Body of Christ matters—they’re important, they have a role to play, they’re all members of one great body, and God’s purposes on the earth will not be fulfilled until every member is functioning in the fullness of who God called them to be.

But the Church never really implemented it. The way we did church remained the same. There is still a stage in front, with 90 percent of the people watching, and only 10 percent of the people in the front actually doing any public ministry. Those few individuals grow in their abilities to serve and minister, but the rest of the church stays stagnant in their personal pursuit of God and ministry.

We’ve got to change. We need to build churches that **activate every single person**, that cause every member to come alive and understand their gifts, calling, and divine design. Then they can begin to develop in a way that is integrated in a lifestyle of service, joy, fun, blessing, family, and work; and they will affect Kingdom reality everywhere they go through their lifestyles.

Jesus: Savior, Lord, and Partner

The beginning the “every member ministry” principle is **salvation**. Every member needs to be saved. We need to have a personal encounter with Jesus, whereby we are born again, forgiven of our sins, and filled with the Holy Spirit. We enter into a Kingdom lifestyle based on the fact that God is inside of us now and we’re inside of Christ. That’s the foundation point of every member ministry.

The second point, however, is this idea of **lordship**. Jesus is your Savior, but is He your Lord? Does Jesus have a right to veto any decision you make? Does He have a right to participate in every aspiration of your life? Does He have the right to speak about who you marry or how many kids you’re going to have? Or where you’re going to work your job? Or how you’re going to live your lifestyle?

The final question that needs to be asked by every believer is the partnership question: “He’s my Savior and my Lord, but am I His **partner**? Have I graduated to a level where I’m not just a servant but I’m really a friend, where we’re partnering together, and He’s sharing His secrets with me?”

John 15:15: *“No longer do I call you servants, for a servant does not know what his master is doing; but I have called you friends, for all things that I heard from My Father I have made known to you.”*

He’s designed us for a purpose: to come together and go beyond just mere relationship, but move from relationship to partnership, where we’re serving side by side to see God’s purposes fulfilled on the earth.

The goal for you and every member of your church should be this: To whatever extent they can, whether they’re an infant believer, toddler believer, kindergarten believer, or an adolescent believer, make sure that every believer is functioning on a maximized level according to the relationship they have with Jesus through salvation, lordship, and partnership.

Removing the Dichotomy Between Being and Doing

The key to this whole process is that we need to help people understand they're saved for a **purpose**.

Eph 2:10: *"For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand that we should walk in them."*

Every single one of us was created to fulfill a function and purpose on the earth.

We live in such an orphan society. Many people feel like they have to perform in order to earn love. That performance orientation ends up skewing people pretty badly. And so, we've come up with teachings over the last thirty years around the Fatherhood of God, unconditional love, and grace. Those are all great teachings, but taken out of balance, they've actually created a false dichotomy between **being and doing**. We say to believers, "You're not a human doing. You're a human being. You're loved for who you are, not for what you do. Therefore, you don't really have to worry about what you do, just about who you are." The problem with that kind of teaching is that it doesn't reflect God's perfect will. In other words, it's a counter-balance but it's not the balance.

The balance is that God wants Heaven on earth.

Matt 6:10: *"Your kingdom come. Your will be done on earth as it is in heaven."*

God, in Heaven, has no separation between who He is and what He does. He does who He is and He is what He does. Those are key in Him because He has absolute integrity and authenticity as a Being.

John 5:17, 19: *"But Jesus answered them, "My Father has been working until now, and I have been working."... "Most assuredly, I say to you, the Son can do nothing of Himself, but what He sees the Father do; for whatever He does, the Son also does in like manner."*

John 12:49–50: *"For I have not spoken on My own authority; but the Father who sent Me gave Me a command, what I should say and what I should speak. And I know that His command is everlasting life. Therefore, whatever I speak, just as the Father has told Me, so I speak."*

Jesus only did and said what He saw His Father doing and saying. But He was constantly busy, except in those times when He was just communing with the Father. Being and doing in Heaven are one. On earth we separate them because of the damage done from one to the other, but that's not God's perfect will.

As a leader, make sure your people understand that they can never be real disciples apart from service. They can never truly know themselves or grow in life without serving others.

Ministry is part of what it means to be a follower of Jesus. We don't earn our love or forgiveness through ministry, but out of love, we act—we serve, because that's the nature of God's work within us.

Activate Every Member Ministry

"But now indeed there are many members, yet one body. And the eye cannot say to the hand, "I have no need of you"; nor again the head to the feet, "I have no need of you." No, much rather, those members of the body which seem to be weaker are necessary. And those members of the body which we think to be less honorable, on these we bestow greater honor; and our unrepresentable parts have greater modesty, but our presentable parts have no need. But God composed the body, having given greater honor to that part which lacks it, that there should be no schism in the body, but that the members should have the same care for one another." 1 Cor 12:20–25

In the body of Christ **every member is important**. And in order for Christ to be known in our world, every member must be activated and must be thriving.

When we activate every member according to God's gifts and calling in their lives, we have a *supermarket* of spiritual gifting where every shelf is full. Ultimately, all the secondary ministry that comes out of the church will come as a result of anointed individuals in the church who have been set apart by God to fulfill a certain function. As they mature into that function, new ministries are launched and new impact is experienced in your community.

Your responsibility as a senior pastor is to be an activator, a mobilizer. You're the one who's helping people discover and fulfill that for which they're created. And, as you do these things, you can release them into greater and greater levels of ministry, so they can thrive personally and your church can thrive, impacting the region you're in.

Destiny Discovery and Fulfillment

Do the *Journey Guide PRO* or *Workbook*

You should have done either the *Journey Guide PRO* online tool, or the *Workbook* (the "manual" version) in Chapter 6. If not, please do so. Even though you may be a veteran pastor or leader, going through the Destiny Finder process for yourself is essential for several reasons. It will help you understand the Destiny Finder process as a framework for development, so that you will be better equipped to develop others. And, hopefully, it will confirm that you're in the right calling. It may also awaken old dreams that have been dormant too long.

Unique Calling Requires Personal Development

Activating members and helping them thrive is part of discipleship. The problem is, discipleship tends to be seen as an eight-week class on how to read the Bible, the plan of salvation, prayer, church, giving, witnessing, etc. But calling is unique to each individual.

Early on in my ministry I grappled with this problem: ***How do we disciple and develop people in the basic truths, but help them in their individual calling, without a "cookie cutter" approach?***

Here is the solution I came up with: **Teach everyone the basics** (you can do that in a class or with a book); but **personally develop each one** according to one's individual calling or destiny. (That requires personal coaching and mentoring as people live and serve.) Everyone is a specialist in a sense. How do we build a church that mobilizes specialists? We need to help people discover their unique callings in Christ, their unique wiring, because everyone is wired differently.

Calling: Purpose, Ministry, Mission, Destiny

There are other words used to describe calling: mission, ministry, purpose, or dream. We use the term "**destiny.**" Destiny is not some spooky thing or fate. It's personal and it's from the Lord. It is essentially the "good works" in Eph 2:10.

We think it's a pretty cool term, and it intrigues people – it speaks to people. Many epic movies have a destiny theme: *Lord of the Rings*, *Star Wars*, *The Matrix*, *Hunger Games*, *Harry Potter*, etc. They all have a character who starts off feeling insignificant; and they find out they have special powers and a calling to accomplish something hugely important; and they go on a journey or quest to fulfill the calling; encountering battles and resistance along the way, before triumphing in the end. That's destiny! God has put that sense of purpose and destiny in every human heart.

Destiny Finder as a Framework for Development

Having done the *Journey Guide PRO* or the *Workbook*, you should see how the Destiny Finder process provides a powerful and practical framework for an individual to grow in their relationship with the Lord,

and discover and fulfill their calling. But it's also an ideal framework for you as a leader to develop and disciple others. The tool accelerates development for the individual and aids the mentor process.

Imagine your people going through Destiny Finder. It helps them understand their calling, create a plan and get launched into the ministry God has for them. And as you work to develop leaders, you meet with them and use the tool to facilitate the mentoring. It's extremely powerful – it provides a framework for development, and gets people moving forward, but with the right motivation.

Thriving Members Live Delight-Directed Lives

Did you know that **reward-based motivation** is the primary way God works?

Bruce Wilkinson, creator of the amazing Walk Through the Bible series, did a study of Bible promises, and he found in both the Old AND New Testament that about 70% of the promises are reward-based (meaning, If you do this, you will receive this benefit), about 20% were fear-based (meaning, If you do this, this bad result will happen), and only about 10% were love-based (meaning, Do this because you love me.).

We can see this principle throughout the Bible because God desires to bless us.

"...He is a rewarder of those who diligently seek Him." Heb 11:6

"...Jesus... who for the joy set before him, endured the cross, ..." Heb 12:2. His reward—the joy set before him—which is us in heaven, motivated Him to endure the cross.

Mark 8:34: *"Whoever desires to come after Me, let him deny himself, and take up his cross, and follow Me."*

Jesus had to take up his cross, but He did it for the joy set before Him. He could have done it out of duty, just because He loved the Father. But He accessed joy. He looked ahead and saw us two thousand years from then serving Him because He died, and that joy energized Him.

God moves in us through what delights us. By helping people discover their destinies, we create within our churches a discipleship process that is delight-directed, not duty-driven.

- **Duty** is not bad; it is an important foundation. But in true service, the joy of the Lord is our strength. We need to access that joy to keep the energy, power, and force of movement going forward in our lives. Duty is not a great long-term motivator.
- **Delight-directed** discipleship is the key to mobilize every member in your church. It will sustain and energize a life time of service because God has put destiny in our hearts.

People will be most **fulfilled** AND the most **productive** when fulfilling their calling. That is an amazing thing and something you can promise – when you are in the center of God's will doing what He's called you to do, you'll have the most impact and you'll have the most joy. Because He **DESIGNED** you for it!

Define a Pathway for Development

A dream becomes a hook, and that hook pulls you forward. In the process of pursuing that dream and vision is where God is able to work on you most effectively. You will be more than willing to abandon every hindrance in order to obtain what Jesus created you for. Abandoning hindrances and renouncing broken places in your life is important and good, but **having a joy set before you** will empower you to do that in a much more enthusiastic and aggressive way.

Once you build that kind of dynamic into your membership, you'll start to see people percolate to the surface and run after their callings in Christ at a high level of focus and intentionality. Once you've hooked people to their destiny, they will respond and seek to be developed, and make the sacrifice necessary to reach the prize.

If your members are serving according to their God-given designs, they're going to be more fruitful, more fulfilled, and more faithful to Christ. At the same time, you will receive the overflow of their blessing into your church. It will create a **win-win** situation in which they are personally thriving, and the congregation you're leading is thriving, so you can bring transformation to your region.

The purpose of every church is to be a destiny incubator. An incubator accelerates growth from birth to maturity. We should be helping people discover their destiny and develop into the fullness of their calling according to that destiny.

Accountability

“For we must all appear before the judgment seat of Christ, that each one may receive the things done in the body, according to what he has done, whether good or bad.” 2 Cor 5:10

You don't hear much these days about **accountability**. But it's quite biblical. In fact, each believer will be accountable for what they have done for the Lord. We won't be judged for our sin – that's already dealt with by the cross and we've been declared justified by faith based on His sacrifice. But we will need to account for what we've done for him. This highlights the importance of discovering and fulfilling your destiny because that is what you're called to do.

Kingdom Lifestyle

True Disciples Organize Their Lifestyles to Fulfill Their Destinies

One of the biggest barriers for people being activated in full ministry is living lifestyles that haven't been shaped by the Word or Kingdom of God but shaped by the world around them. In many cases, we've just never seen a good model for how to do life in the Kingdom.

Throughout history, some people have pulled apart from society to serve God. They've gone to monasteries or retreat centers to try to live out a fully devoted life, but that's not what Jesus called us to do. He called us to be in the world yet not of the world.

John 17:15–16: *“I do not pray that You should take them out of the world, but that You should keep them from the evil one. They are not of the world, just as I am not of the world.”*

So how do we live in this world? How do we have normal jobs and normal families and yet interface with the vibrant Kingdom life inside of us? We have to think it through. We have to shift our lifestyles.

One of the key issues to remember in this process is that lifestyle is an ecosystem.

Settler's story: We wanted to raise sheep, so we killed the wolves in the area. We got rid of them, but suddenly, the deer began to overpopulate and overgraze the hillsides. When the rain came, the topsoil left, and the farmland we were using for grazing our flock was no longer any good. We disrupted an ecosystem without a way to establish a sheep farm that was sustainable and long-term.

Lifestyle is like an ecosystem of factors in balance with each other. There are a hundred factors in your life that relate to each other. If you change one thing, the pressure of everything else will tend to pull that thing back into habit or function. If you're going to shift one element of your life, you usually have to shift three or four things at once. Then you have to hold that in place until a new ecosystem develops with a new balance around the changes you've made. This takes intentionality and work.

As you're seeking to induce this in your church, how do you get those in your congregation to “up the ante” of their personal Kingdom lifestyles?

7. People Development

You need to be able to teach on this subject. You need to be able to model it and engineer it to some extent, so people know how to walk it out in a way that isn't massively disruptive to their current lifestyles but still allows for a connection to a relationship with a greater Kingdom experience.

Build People and Your Church Will Build

Your people don't exist to fulfill your vision. (Although, hopefully they share the vision of your church with you. And, hopefully it's God's vision for your church.) Your purpose is to help them discover and fulfill their vision for their lives. You get your payoff as you help them to flourish in Christ, and they help build the church.

Your goal is not just to build a church. Although, that's obviously an intention. Your goal is to build people. In the process of building people, the church will build.

Your whole purpose is not to get your church to serve you more. Your purpose is to shift your entire church ecosystem so it's fostering the Kingdom lifestyle, gifts and calling of every member. If you can get your cart behind your horse and get the alignment straight concerning this, you will have a pure heart in terms of calling people to a higher level of sacrifice and service to Christ. You're not doing it for your benefit—you're doing it for their benefit.

People will never grow as fully and as quickly as when they're involved in sacrificial service.

You can't disciple somebody who's not serving. You need them to be in a place of committed service in order to work on their character, knowledge base, and skill base. You need to have them in that place so you can coach them forward. Your goal is to enlist them, and that requires a degree of personal integrity and intentionality.

- **Integrity:** Having the right motives as a pastor, and practicing what you preach and teach.
- **Intentionality:** You need to step into the fray, and start encouraging and challenging people to sift through their lives in a way that produces results.

General Areas of Discipleship and Development

As we build and develop the people that God has placed in our care, we focus on customizing our developmental strategies to the specific calling of each individual, but in doing so we don't want to neglect the generic classic discipleship areas that every believer needs to be engaging. Some of these are:

- Prayer, Worship, Breaking Bread: Cultivating an ever-deepening relationship with God through prayer, intercession, worship, and listening.
- The Word: A dedicated commitment to study and apply the teachings of Scripture
- Fellowship: Enthusiastic and consistent connection with others in small and large group settings.
- Service: The willingness to engage consistent sacrificial service in your community.
- Generosity: A commitment to give to Jesus by giving to the church, ministries and those in need.
- Witness: A passion to reach unbelieving friends and others with the Gospel of Jesus.
- Honor: A humble heart toward all and especially for the leaders in your life.

Manage your Life According to Priorities

Watch the following video of Steven Covey, (*Steven Covey, 7 Habits of Highly Effective People*, Big Rock Display) as he gives an example of prioritizing: <https://www.youtube.com/watch?v=CzQ6gZ4FoY>. Challenging people to get the "big rocks", or the priorities in their lives in place is really crucial to lifestyle

adjustment. If we “Seek first the Kingdom of God and His righteousness... all these things shall be added to you” Mt. 6:33.

We need clarity on lifestyle: What are the primary things we need to put in place in our lives?

We’re teaching people how to do life management. We want to teach them how to manage their lives and how to self-govern in a way that maximizes them for Kingdom purpose.

We have to remind them that this life on earth—these seventy to eighty years we’re going to live on earth—is just a blip on the screen of eternity. Ultimately, we’re created for eternal dwelling with God. A life spent pleasing ourselves on this planet is not going to be a life that will be foundational for eternity. What remains in eternity is the service we do for Christ while we’re here. People need to shift their lifestyles to ensure their long-term sense of fulfillment.

Encourage people to re-engineer their schedule to match Kingdom priorities.

Tithe of Time: Setting a Priority of Kingdom

We have 168 hours in a week. It takes roughly 60 hours a week to maintain your life (sleep and personal hygiene). That leaves about 100 hours for you to do life. Those 100 hours could be a framework for how to re-engineer your life.

The principle of the tithe could really help us. Tithing is not a law, nor is the Sabbath a law. But we can utilize these principles as a framework for starting to shift our ecosystem.

Encourage every member of your church to tithe on their time and give that time for the Kingdom. A tithe on 100 hours means you have about ten hours a week for Kingdom purposes. It’s not a rule, but a helpful starting point.

Ten hours a week is doable. For example:

- 3 hrs. for participating and serving in a weekly large group meeting (Sun morn, etc.).
- 3 hrs. participating and serving in a weekly small group meeting.
- 4 hrs. for other ministry and service: Formal (help with youth, worship practice, meet with team, serve on various ministry teams, leader meetings, etc.); and Informal (go to lunch with non-Christian, invite visitors to dinner, phone calls to group members, visit a friend in need, etc.).
- Overseers or elders would have a higher commitment of around 15 hrs./wk. The additional 5 hrs. would be used for leadership development meetings, admin, etc.

These are different things you can build into your ecosystem of life that will keep you serving others in a way that grows you but doesn’t overspend you. We don’t want to produce burnout. You don’t want to hinder people—you want to help people. Ask the question, where is the place of maximum stretch, where people will grow but not break? Bring them to a place where they’re giving at a level that feels sacrificial, but it doesn’t push them beyond to the point of personal injury.

Ministry in the Church and Marketplace

Ministry in the Church

Some Are Called to Serve Primarily in the Church

Service is the vehicle for development, it’s the way people learn and grow. As you go through the process of helping every member grow up in Christ and be activated, you’re going to realize that some people have a greater calling to serve in the church, and other people have a greater sense of calling to serve the Lord in the marketplace. This means they’re called to serve either in business, government, culture, medicine, education, or some other kind of sphere of involvement. These are all valid callings.

One of the big mistakes we've made as pastors in the church is thinking that "valid" ministry is only that which is happening under our leadership, in our building. In doing so, we've cloistered people and kept them in a "Christian ghetto." They're serving one another, but not serving beyond the borders of our church in a way that brings real transformation to the world around them.

Serving in the Church Is Great Practice for Serving in the Marketplace

Many of the people you're raising up will be called to do their primary ministry in the church. Some of them are called in very practical ways to serve, such as greeters, ushers, people who clean the bathrooms, accountants, audio and visual workers, helpers in the children's ministry, etc. All these things are valid and important. They're a great training ground for anything.

Anyone who is called to the marketplace should be encouraged to do a season of service within the church. They'll learn how to operate in their gifts and callings in a relatively safe environment, rather than starting out within the marketplace. It will make them better in the marketplace.

Encourage everybody, even those who are called long-term to the marketplace, to do a season of service in the church just because it's a great preparation. It will really help people rise up in their giftings.

The church is like a home. In your home, a lot of energy needs to be spent raising up a healthy family. It's the same thing in the church. As a key leader, you need a fair number of the "man hours" of your people, the service and sacrifice they're offering, to be used in having them serve one another within the church congregation itself.

Equip Every Member to Minister to Other Members

Eph 4:11–12: "And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ, ..."

In order for the church to be built up, we need to be serving one another. In order to serve one another, we need to be equipped by specially gifted people.

- The **apostolic leaders** (senior pastor and overseers) aren't there just to lead every member. They are there primarily to equip every member to train and send others.
- The **prophetic leaders** aren't there every Sunday just to lead worship, prophesy or to heal the sick. They are there primarily to equip every member to serve one another in a prophetic, supernatural way.
- The **evangelistic leaders** aren't there to just do altar calls or go out on Friday nights to witness to the homeless. They are there to equip every member to reach the lost.
- The **pastoral leaders** (pastors, leaders and small group leaders) aren't there to just care for every member. They are there primarily to equip every member to care for one another.
- The **teaching leaders** aren't there to just teach the Bible to everybody. They are there primarily to equip every member to teach others.

If we put too much pressure upon a leader to be the caregiver or the prophetic voice for everybody, we end up stunting the church. We cap the church and keep it from growing, because the church will only grow and thrive to the extent that every member is thriving.

Your goal has to be not so much you doing the ministry, but to **equip every member** to do the ministry. This is what church is all about. In a sense, church is like a boot camp for every person to learn how to serve Christ effectively, impactfully, and with each other. Every person can learn to do this in such a way, that when they're sent forth from the church, they will have had enough experience serving in the safe, closed context of the church, that their service outside of the church can start to thrive and flourish. They will have passed through a number of hurdles already before they ever launched.

To use the “feed a man a fish” analogy: If you do an act of service for someone, they are served once. If you teach them to serve others, and teach those people to serve, everyone is served for a lifetime.

Every Church Exists to Reach its Region

We’re called by God to bring transformation to souls, saints and spheres.

Isaiah 61, which is the passage that Jesus quoted when He began His ministry, illustrates this awesome truth.

Souls: Isa 61:1–2: *“The Spirit of the Lord God is upon Me, Because the Lord has anointed Me to preach good tidings to the poor; He has sent Me to heal the brokenhearted, to proclaim liberty to the captives, and the opening of the prison to those who are bound; to proclaim the acceptable year of the Lord, and the day of vengeance of our God; to comfort all who mourn,”*

We need to be outside the walls of the church impacting the world for Christ reaching lost souls.

Saints: Isa 61:3: *“To console those who mourn in Zion, to give them beauty for ashes, the oil of joy for mourning, the garment of praise for the spirit of heaviness; that they may be called trees of righteousness, the planting of the Lord, that He may be glorified.”*

Our goal is to equip and empower the saints, to take their brokenness and to give them the assets of Christ so that they can go out, serve and bring Kingdom reality.

Spheres: Isa 61:4: *“And they shall rebuild the old ruins, they shall raise up the former desolations, and they shall repair the ruined cities, the desolations of many generations.”*

We’re supposed to go into the world and bring Kingdom reality into the various spheres of society: business, arts, social service, education, medicine, etc. We’re called to make a difference in the world around us—but that calling needs to be fostered somewhere. The means for fostering world-changing people is the church.

A fair percentage of your people will not be called long term to serve primarily in the church. So don’t hold on to them. The majority of the people in your church are going to do their best service to Christ outside your church. But while they’re in your church work with them.

Use the church as a training ground, an equipping place, a gymnasium for them to strengthen their spiritual muscles, so that when they finally go out into the world, they can bypass some of the obstacles, difficulties, and learning curve to bring maximum impact there.

Out of every hundred people, twenty to thirty of them will probably find their primary ministry inside the church. There’s a middle group of people who are fifty-fifty. They’re impacting the church as well as the community. And there are another twenty to thirty who eventually will primarily minister outside the church, in their sphere of influence. There’s a spectrum of involvement, and Jesus is able to place us in the world as it pleases Him.



The church exists as an incubator and training ground for everyone, both those who will minister long term in the church and those who will eventually minister more outside the church. Our goal is to provide

a landing pad, a resource center, a blessing point, a sense of community, and support for all ministers as every member is activated according to their calling in Christ.

Your job is to help every member discover who they are in Christ, who Christ is in them, and to activate them according to their gifts and callings, with some respect to their individual anointings and identities in Christ. Empower them through training services in the church and send them forth so they can bring transformation to the region around you.

Ministry in the Marketplace

Some Are Called to Minister Primarily in the Marketplace

The majority of your people are not called primarily to minister in your church. Your job as a pastor is to equip them for ministry in the world “out there.”

Most of our ministry is done by people who are “professional” ministers. But only about 2 percent of the entire Body of Christ will ever be “full time” in ministry, with a full-time salary. Yet according to Scripture, the other 98 percent of us are equally called to full-time ministry.

How do we do that? Somehow, we created this false idea of a “priesthood,” and the rest of us are just second-class citizens. But all of us are disciples of Christ and filled with the Holy Spirit. We have gifts and callings from the Lord and can make a huge impact in the world around us if we’re effectively trained to do so.

Many of the people in your church will not be called to serve primarily in the church but rather out beyond the church.

Every Marketplace Leader Can benefit From a Season of Church Ministry

Let’s say you have a hundred people in your church, and let’s say about 25 of them are called primarily to church ministry. They work out in the world to make a living, but they really don’t think that’s their primary mission field. Their primary service point is inside the church. (Twenty five out of a hundred is 25 percent.)

On the other end of the spectrum, you’re going to have about 25 percent who are primarily called to ministry outside the church. We recommend that they still serve in the church during their first few years of discipleship, because serving in the faith community can impart certain soft skills that will benefit everyone in their marketplace ministry. In other words, they’ll use ministry in the church as training ground, but they’ll increasingly specialize toward the sphere God’s called them.

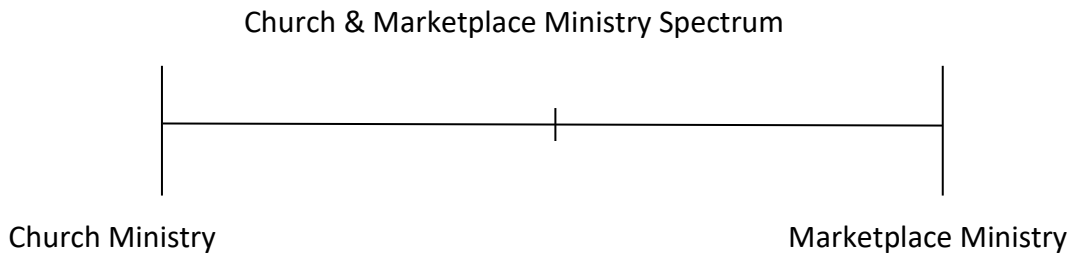
They will bring Kingdom wherever they go. But before that happens, you need to be in their lives equipping them to be agents and ambassadors of the Kingdom. When they’ve done their one to three years in the church, serving in a practical way, you can release them with full blessing to be apostolic agents out there in the sphere they’re called to impact.

Everybody has a profession. Many of those people will just do their jobs to make their money so they can serve Jesus in the church. But others will have a primary calling to the marketplace rather than to the church.

- How do we facilitate them?
- How do we support them?

We need to create support systems for them, because our greatest impact will not be recycling the blessing of God within the congregation. The greatest impact on our community will be felt when we harness the power of our individuals, with every member being mobilized to impact the world “out there.”

Whether you have a bus driver, a janitor, a pop singer, a comedian, a visual artist, etc.—all these people have the power to bring Kingdom reality wherever they go. Your job as a Kingdom leader and a pastor of a local church is to discover who’s who.



In that spectrum of a hundred people, if 25 percent are primarily in marketplace ministry and 25 percent are primarily in church ministry, that leaves you 50 percent, or fifty people. In those fifty, you will have another spectrum. Some will spend four hours a week serving in the church, but they’re also active in their workplace; they share the gospel and bring wisdom and transformational vision to the leaders of the business.

Help People Understand Their Sphere of Influence and Their Scope of Ministry

Sphere is important; this is the arena or area that a person works in or influences. Help people decide where their sphere is. Are you called primarily to minister in the church, neighborhood, or Hollywood?

There are different aspects of gifting and calling. One has to do with **scope**. Do you minister most effectively one on one, to thousands, or somewhere in between? A person can have an evangelistic calling but a scope of one-on-one and that’s great – they don’t have to be Billy Graham leading crusades.

Each expression of gifting and passion in a sphere with a scope is a calling. Only in recent years have we really opened up to the possibility that the mission fields we’re called to are the workplaces where we’re making our living.

Have a Holistic, Transformational Vision for Your Region

If you look at Scripture, the majority of world-changing leaders were not priests but they were kings. They were business leaders. Abraham was not a priest but was a king. He was a sheik. He was an overseer and a chief of his tribe. David wasn’t a priest. David was a king.

That doesn’t mean there’s anything wrong with being a priest, but somehow, we’ve tended to make all ministry only for “professional” ministers. In so doing, we’ve actually disempowered the Body of Christ rather than empower it.

It’s time for us to rise up with a holistic and transformational vision for our regions. We have the power and the presence within us to create a thriving church with thriving members who are all mobilized by God according to their unique designs and destinies. They can rise up and serve the Lord as fully as they possibly can. Many of them will be doing that primarily in the church, but the vast majority will be doing so out beyond the borders of the church. We have the unique role, as equipping leaders, to empower them, to encourage them, to protect them, and to continue to resource them on an on-going basis. We have that responsibility.

God’s goal is that His glory would fill the earth as the waters cover the sea (Habakkuk 2:14). That will only happen as we release all of our members to fulfill their calling. You can build a church that’s a full-service expression, where the majority of your ministry is not happening within your four walls. Instead, the majority of your ministry is that you’re equipping people in the four walls to go out beyond to bring

Kingdom power and presence everywhere they go. That's your calling. That's really the fulfillment of the every-member ministry dynamic.

How To Develop People

Discipleship is primarily done through relationship and service, in the context of real life. As we keep saying, Jesus didn't make disciples in a classroom. Although the Church and Christians are for the most part not respected by the general culture any longer, we do have a couple of things that help us in discipleship.

Be a Coach and Mentor

One helpful thing is that it's become accepted that to get good at something you need a coach. We all know that athletes have coaches. And people commonly employ personal trainers to help them lose weight or get fit. But now we have coaches for other things...life coaches, voice coaches, executive coaches, entrepreneur coaches, even coaches that will help you train your dog.

Why does a great singer such as Beyonce need a voice coach? Not because she's bad at singing... it's because she wants to be the best. Take advantage of this trend and approach discipling others as a coach.

Use the Destiny Finder Approach

One of the other factors that helps us to disciple in the current culture is that people want to do something meaningful, something significant. They want their life to count.

Speak to that. Even when interacting with non-Christians, speak about destiny. It's built in the human heart by the Lord to want to fulfill personal destiny.

Recruit for Vision not Need

"Vision is the fuel for motivation, and motivation is the engine for change." - Glen Reed

When you get a **vision** (either positive or negative), you get **motivated**. And when you are motivated, you **change**, you do something. This is how all human beings function. We do what we're motivated to do, and the motivation comes from vision.

Examples

- You don't want to follow a decent nutrition plan, until you have a heart attack and your doctor tells you to cut out the junk food.
- Your teenage son is too broke to buy a shoelace, but if he wants to buy a car, he works overtime at lousy jobs to make money.
- Your daughter is too busy, no time to see you. Then she Facetimes you and says, "My friend and I have been waiting four hours for this new store to open – I'm so excited!" (Glen: true story.)
- And of course, the classic example of this is when a man meets a woman and falls for her – it doesn't matter how busy he is, he will make time to pursue her.

That's just how all of us work.

When beginning a discipleship/coach/mentor relationship, appeal to destiny. Say something like this, "As your 'coach' I can help you discover and fulfill your destiny – I can help you 'win the gold medal.' (That's the vision) To do so, you need to let me give you input and speak into your life. Are you willing to do that? How much do you want me to speak into your life? 30%? 60%? 100%?"

And we know that people cannot make a lifetime commitment. Encourage them to "Be 100% for the time you're with us."

Create a Win-Win

The church or organization has a destiny, and the individual has a destiny; and the individual destiny is somewhat more important than the organizational destiny (as in a family, the children are more important to the parents than themselves). Don't emphasize one to the exclusion of the other. We don't want a situation in which the person benefits and it only costs you and the church. And we don't want the opposite in which the church benefits but the person doesn't get any benefit.

Create a win-win in which the **person serves** in the church and ministry, **AND they are being developed** into their destiny and calling which is an enormous benefit.

And here's a thought: although small churches are not in "competition" with larger churches (There are plenty of heathen around for every church to grow ten times.) it can be frustrating that you don't have the budget or membership to pay for a coffee shop in your lobby, or have a big campus, or a gym for the youth. But, you CAN offer something better: You can do the kind of personal discipleship we are presenting, help people fulfill their destiny, and it's way more important and beneficial to people (and it will draw people).

Developmental Meeting

Relationship Is the Key

Development takes place primarily through relationship and service. We already discussed getting people involved in service, and that's the vehicle or context for development. The other part is the actual interaction you have with them. And that's going to come primarily through personal meetings and other contact such as phone calls, etc. But really, it's the meetings that count. There is no substitute for time spent interacting with people.

Meeting Format

Jesus spent three years full time training the Twelve. Most of us don't have the opportunity to do that, so it's even more important to carve out time to meet with people. Here is a simple format to spend an hour one-on-one and make it really productive.

1/3 of the time - Relational/Friendship Development: Just be casual, relational. How did your weekend with the family go? Did you catch the football game? How are your kids? Etc. Keep it light.

1/3 of the time - Personal Destiny Development: Deal with the person's character issues (Destiny Finder Section 8, etc.) and personal destiny dream. Use the Destiny Finder approach to help them set goals, provide feedback and recommendations on goals and progress. For example, if you met with them six weeks earlier, and discussed their anger problem and you recommended they read a specific book, memorize 2 Bible verses, and meet with a counselor for a couple of sessions now ask them how they did. That's giving them specific help and then holding them accountable. This is the reality of working with real people with problems. Encourage them!

Learn 'em good.

Back in the day, I used to get all seven of my children together once a week on Monday, and give them instructions for the week.

I'd give them some hugs, give them lists of chores, and then I wouldn't see them until the following Monday. Then we would go over the chores and duties for the following week.

With that many kids, and a whole bunch of pets, there was a lot to keep them busy with...

Ummm... **NO!**

That's not what I did. Any parent would tell you that's ridiculous.

But we think preaching to people for an hour once a week turns them into disciples?

It's a start, but they need more.



1/3 of the time - Ministry Development: Help the person in the ministry they are doing or leading. Ask about the problems they face; how they are doing developing and mentoring their team development; setting goals and progress. For example, if they are leading a small group, ask how that is going, answer questions about problems they've encountered, etc. Here you are troubleshooting, instructing, giving feedback.

You can't deal with everything in a one-hour meeting, but you can accomplish a lot if you are intentional. Do everything towards developing the person into their calling (not just delegating), as a parent developing a child for them to fully mature.

Keep the meeting very intentional, focused on development. I would plan a few minutes right afterwards, or sometimes I actually do it during the meeting, to take a few notes about the person's destiny, ministry and goals, because it can be hard to remember later when you're doing 10-15 developmental meetings a week.

Develop and Thrive Personally

Change Starts with the Senior Leader

We are following an inside-out approach. Everything starts with the senior leader. We pastors are really good at holding it together and ministering to others even when we are a wreck. But most of us can't keep that up forever. And we should not do so.

We have to have integrity. We have to have a healthy relationship with the Lord and others or else we'll crash and burn at some point ... and take down a lot of other people.

Continue in the Basics

"As you therefore have received Christ Jesus the Lord, so walk in Him, rooted and built up in Him and established in the faith, as you have been taught, abounding in it with thanksgiving." Col. 6-7

The same way you came to the Lord—by grace, through faith—is the way to continue with Him. We can learn all the principles and forget the Prince.

There are many fine books and resources on having a good personal walk with the Lord, so we will only summarize the most important points.

- Spiritual Life: Keep your heart connected to the source. Love God, worship, prayer, the Word.
- Home Life: Cultivate your marriage, children, friends and community.
- Lifestyle: Maintain a healthy lifestyle – physical, emotional, enjoyment.
- Destiny Synch: Make sure you are following your calling from God.
- Mentors: You can't do it alone. You need to be developed and held accountable by mentors.

Review

Some of these are from the *Workbook* in Chapter 6.

Questions

1. What is destiny?
2. What is more important: being or doing?
3. What determines our destiny?
4. What occurs when we are fulfilling our destiny?
5. What are the ministry gifts?
6. What is your primary ministry gift?
7. How do we activate a person for ministry?
8. What is the “Tithe of time” concept?
9. Is everyone too busy? How do you deal with that?
10. What percentage of people will be paid to do ministry?

Answers

1. Destiny is one’s calling, purpose, ministry, purpose, dream. It’s given by God and it’s whatever He has called a person to do for the Kingdom.
2. Both are important. Being comes before doing, but the trend of emphasizing being has led to many people not doing much for God. The greatest commandment is to love God, and love others. But everyone in the Bible was called explicitly to a task.
3. It’s from God and it’s seen in our design: our history, our personality traits, our natural and supernatural gifts, talents and abilities. All of that is from God and it contributes to enabling us to accomplish the task He has called us to.
4. We have maximum impact and maximum fulfillment.
5. Apostolic-Builder, Prophetic-Revealer, Evangelistic-Recruiter, Pastoral-Connector, Teaching-Trainer.
6. Well, what is it? See the Destiny Finder Ministry Gift Assessment in Chapter 6 or the Journey Guide PRO tool.
7. Help them discover and begin to fulfill their destiny, meaning they begin to serve, using their God-given gifts according to their passions, doing what He designed them to. Use the Destiny Finder tools to accelerate their development. Personally mentor (disciple) them.
8. Everyone has about 100 hours a week to spend apart from sleep and hygiene. Ten percent = 10 hours; that’s a reasonable guideline for committed believers to “tithe” that time, and spend it serving God. Serving Sun morning, small groups, ministry teams, reaching out to non-Christians, and more.
9. No. It’s a matter of priorities. Help people get a compelling enough vision and they’ll be motivated, and because of that they will make time, show up, spend money, sacrifice, etc.
10. Very few (around 2%). Most will have careers in the marketplace, so we need to help people learn how to minister in their marketplace.

7. People Development

8. Leader Development

Leadership Is the Key

Leaders Are Essential for Growth

In the last chapter we looked at people development; how to develop people into the fullness of who God's called them to be. Because ultimately there's a maturation process that when somebody is born again, they're a spiritual infant. But then we need to move them from childhood to adolescence into a young adulthood and then ultimately adulthood so they can be fruitful and reproducers of the kingdom in their world.

And that means discipling the new generation. I believe disciple making is a lifelong process, and discipleship is actually following Jesus. But then within discipleship is leadership development and that's another stage of growth, it's another stage of maturity where you're no longer primarily focused on your own growth but you start to shift and focus on the growth of others.

John Wimber led the Fuller Church Growth Institute study of 40,000 churches and from the results, he said the most important factor that is a biblical means of church growth is **leadership development**. In other words, there are a thousand things we can do to grow our churches, a thousand things we can do to express and extend the Kingdom. But ultimately leadership development is the key. We have a mandate from heaven to make disciples. Jesus said, all authorities given to me, you go therefore make disciples of all nations, baptizing them in the name of the Father, Son, Holy Spirit, teaching *them to observe* everything I've commanded you. So our goal is not merely to make disciples, but to make disciple makers.

And ultimately when somebody shifts from being a disciple to a disciple maker, that's the point at which they start to step into leadership. Every disciple should reproduce by making more disciples. Living things grow in quality and quantity. So obviously we want followers of Jesus who are wholehearted followers, but we want more and better. We don't want just better; we want **more and better**. We want both. Most churches tend to be one or the other; either large and adding more members all the time, but not much depth; or small and really deep but not adding new members. The key is leaders who multiply.

Leadership Is People Movement

The real nugget, the actual crux of everything we're doing really depends on effective leadership development. But not just leaders who lead, but leaders who reproduce. We want to understand the relationship between leadership and discipleship.

Discipleship is people development and that's a lifelong process. You'll never stop developing personally, you'll never stop developing others under your leadership. It's an ongoing process that we must be aware of. Discipleship is moving people developmentally and it's also helping each person discover their long-term destiny, which is their destination, and then helping to move them towards that destination.

Leadership is people movement; it's the process of moving and directing people towards a goal. And the ideal goal for each person is their personal destiny combined with whatever ministry outcome that they're moving towards. So healthy leadership includes discipleship: leaders develop people and they move them towards Kingdom goals.

Apostolic Servant Leadership

There are at least three general approaches to leadership.

Top down: The first is leadership in the corporate or military world; leadership is expressed as a pyramid and the leaders sit on top - on the foundation of all the different people they're leading. But this is really more of a factory model of leadership.

- This is the classic corporate or military model; leader at the top of the pyramid: ▲

Bottom up: And so, some people who are kind of more spiritually minded invert that triangle and make it into a reverse triangle, thinking, ah, this is true kingdom leadership, with the leader at the bottom. But I don't really believe it is. It's not about some static inverted pyramid where somebody's sitting under the weight of the entire church. I don't believe that that's biblical leadership.

- Servant leader at the bottom of the pyramid: ▼

Apostolic Servant Leadership: I believe true kingdom leadership is turning the pyramid sideways and having it go forward. In other words, true leaders guide people into the fullness of God's purposes.

- The Leader not at the top or bottom, but in front, moving people forward: ►

It's really about movement. And that's why we coined the phrase "apostolic servant leadership," because the servanthood is creating a pathway for people. But the apostolic dimension is go, send, move.

Concentricity

The Concept of Concentricity

I want to introduce the concept of what we call "concentricity." This means as we build, we develop concentric rings of involvement in our church, but we build them with a degree of intentionality where we're no longer being reactive and just kind of trying to fill the gaps, but we're actually in charge. We're in the driver's seat of where our church is going.

Your main ministry team in your church will probably be twelve to twenty people. But out of that group you have a core who is closest to you. You confer with these people and feedback with them at a deeper level. They will be in special settings with you. But they can't function apart from the larger team.

Moses and Jethro

This is what we see in the story of Moses and Jethro in Exod 18:13-26. Moses had delivered the people, probably two and a half million people out of Egypt and he's in in the wilderness dealing with them. Jethro, his father-in-law, visits him and says, "Wow, Mo, you're blowing it, dude. You've got so much of your time focused on judging the people and settling disputes and all these problems, you need to create a delegation process. You need to appoint leaders of 10s, 50s, 100s and 1000s." This was a structural solution.

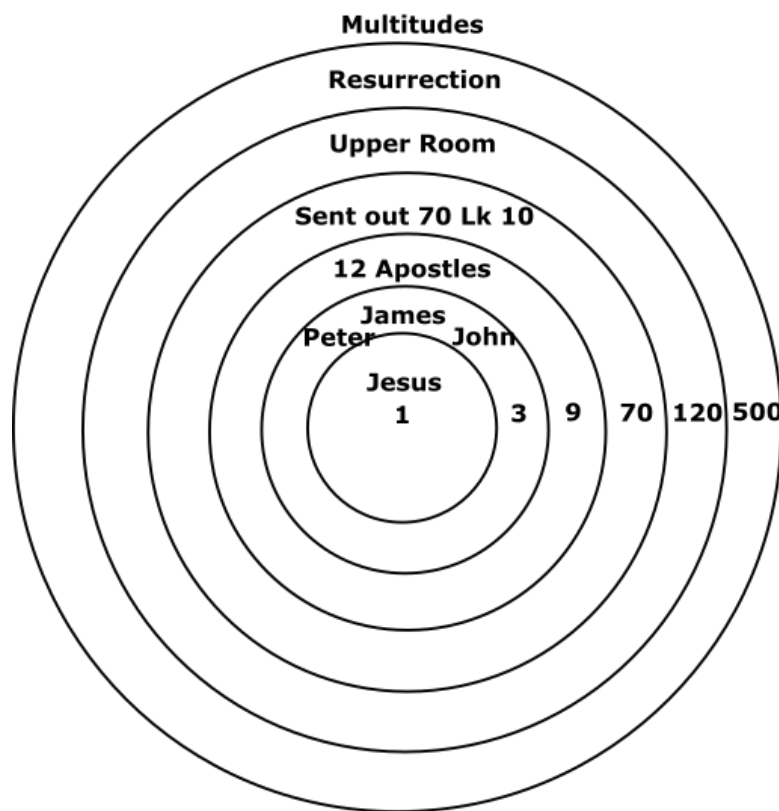
And then we find in Num 11:16-30, we see more of a spiritual solution as well, which was the anointing of the 70 elders to be able to carry the anointing of God. So, the two dynamics exist together. I don't believe that one was man's solution, the other one was God's solution, which some people say; that's a false dichotomy.

Concentricity – Jesus

We see that Jesus did the same thing. In Luke chapter eight, he's traveling with a group of people, including women. And then in chapter nine, in the first few verses, he actually selects the twelve. He calls them out and he appoints them as apostles. He imparts power and authority to them, and then he sends them out in his name. But then a little bit later in the chapter, he actually chooses three out of the twelve to be able to have a special privilege of going with him on the Mount of Transfiguration so that he can actually encounter Moses and Elijah and hear about the circumstances of his death. That was incredible.

And then the very next chapter, he chooses 70 others. Jesus is building his team with a concentric plan: the three, and then the nine, and then the 70. And then there were 120 on the day of Pentecost, and then there were 500 that watched him ascend; there were various rings of involvement around Jesus. And again, we don't see the backstory on it. We don't see the strategic planning session that Jesus was in when he decided this, but we see the fruit of it in the structure he built.

Concentricity - Jesus and His Disciples



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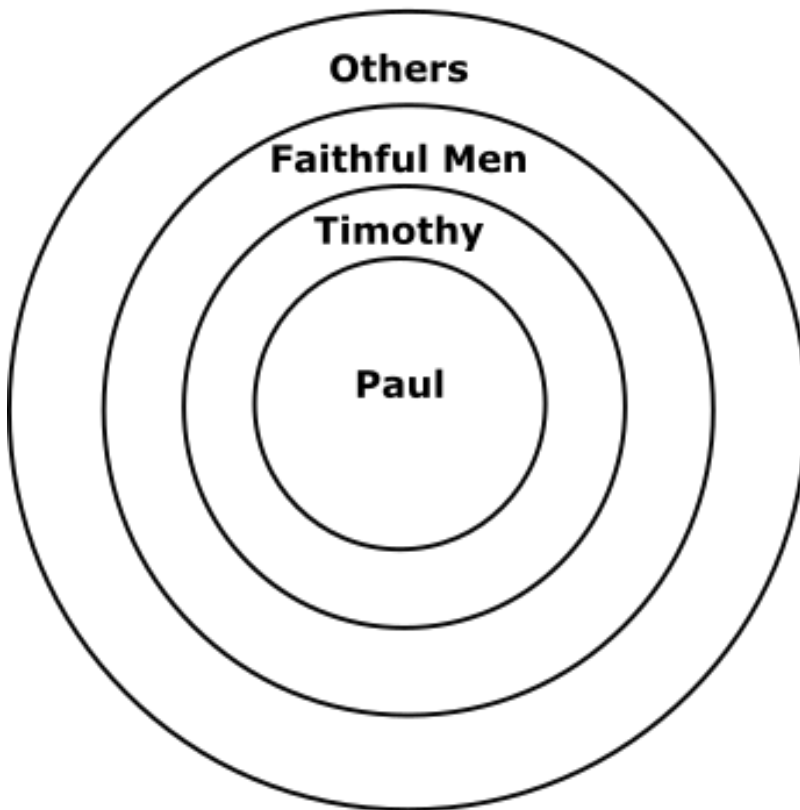
Concentricity – Paul

Paul focused on Timothy and Titus and other leaders. We see the same concentric structure in one of our favorite verses when he writes to Timothy and says, *“The things which you have heard from me in the presence of many witnesses, entrust these to faithful men who will be able to teach others also.”* 2 Tim 2:2, 1 Cor 4:15-16, Tit 1:4

There we see a four-generation discipleship dynamic - Paul, Timothy, faithful men, and “others also.” It takes four generations to create a culture of development in your church, and if you don't have that clearly established, you're never going to really become the church that God has called you to be.

Building a healthy dynamic development-oriented culture is the key. And it starts at the inside and works outward.

Concentricity - Paul

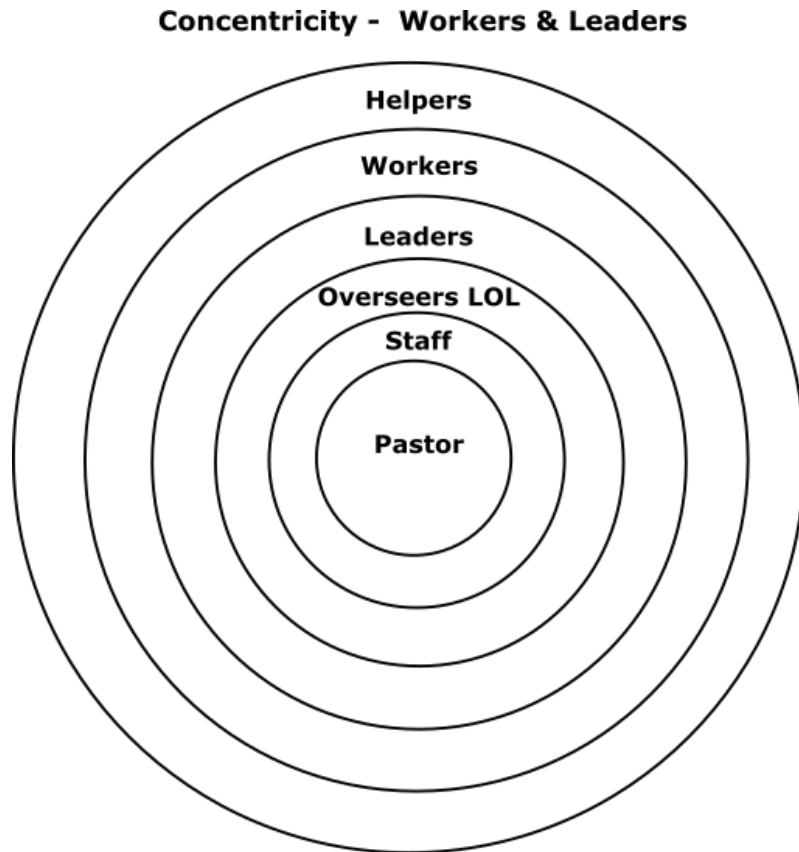


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Concentric Generational Hierarchy

You see the same thing in the structure we're recommending with helpers, workers, assistant leaders, leaders, overseers, and ultimately staff as your church grows.

This produces a generational hierarchy, not a corporate or power or money hierarchy.



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Build Well

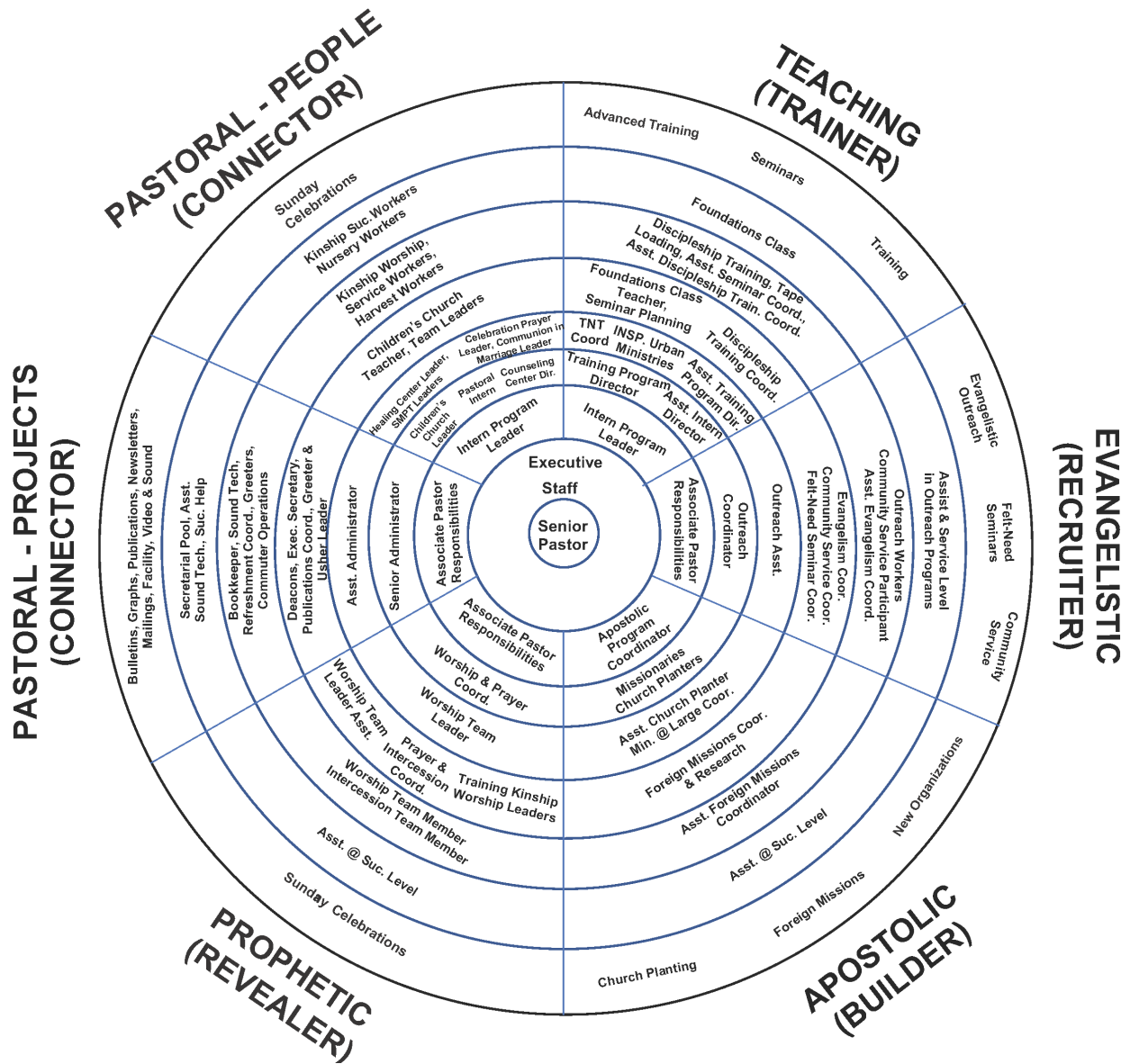
- How are you building concentrically?
- Are you building that core group well?
- Are you building them with some relationship to the next level of involvement?
- What kinds of qualifications and requirements will you put in place for each level?

Building a leadership team requires strategy and intention. Make sure the people in the core team share your values, vision, priorities, and a sense of common practices that weld you together. If you build the core team well, they will naturally begin to infuse that same level of unity and diversity in the group of nine, or twelve, and out to the next group of thirty to seventy.

There's a power in this stratification that you can begin to implement. Once you've established levels of involvement, responsibility, accountability, and privilege, you begin to create a leadership updraft. Aspiration to get closer to the core team creates a cultural "updraft" that pulls people in and grants them greater and greater levels of achievement and responsibility in Christ. As you focus on developing leaders, if people want to spend time with you they will gravitate towards leadership.

Quintentric Church: Concentricity Applied with the Quintessential Ministry Gifts

Now we'll really blow your mind...Applying the quintessential or fivefold ministry gifts, we split the pastoral gift into two, with one being those who pastor people, and the other being those who pastor projects (administrative). This produces a "quintentric" view of the leader and worker roles within the church such that for any gifting, at any given level, the worker or leader is operating at a similar level of responsibility and sacrifice as those in the other giftings. Note that the two biblical roles of elder and deacon fit well here: elders care and oversee people, deacons care and oversee projects. Both facilitate the wellbeing of the community of faith. This diagram was created for the Vineyard Church in San Francisco in the 90's so some of the designations were unique to our organization.



Leadership Development Model

Leaders and Workers are Different

The leader and worker dynamic is important to remember because many, many leaders make the mistake of confusing workers with leaders. As a pastor, you need an understanding of the difference between these two. Disciples can be good workers, but disciple makers are leaders.

The primary distinction between workers and leaders is the following:

- **Worker:** Serves in the presence of their leader (on a team or ministry)
- **Leader:** Leads in absence of their leader (leads a team or ministry)

In other words, if you don't have your leader in the room or nearby when you're leading, that really is what qualifies you as a leader. Because ultimately the leader over you can step aside, not even be present, and trust you with leadership. On the other hand, if you're a worker, generally you're in the near presence of your leader, because you need to be directed, and you need to be developed.

Leader Development Levels

As you develop leaders, there will be different levels of responsibility. This concept of leader levels is important because ultimately, if you do leader level development correctly, you can actually create like a chimney of a leadership updraft in your church.

If you have a church under 70 members, the key is to develop some workers into leaders, because up to that point, you're running the church mostly as the only leader, with a group of workers helping you.

In order to move beyond 70, you need to turn some workers into leaders. They need to start managing ministries apart from your direct oversight. And so, in that process, breaking 70 is about raising up leaders, and this is very, very crucial; you must multiply yourself in your leaders. But breaking 200 is about developing leaders of leaders; out of that group of leaders that you've developed, you need to choose a few who can serve as developers of leaders on your behalf. We call leaders of leaders "overseers."

Here are the different leader development levels in order of increasing responsibility:

- **Helper:** Someone who shows up and just does a job, helps spontaneously. 'Here's a broom. Could you please sweep up this area? Here's some chairs. Can you stack them? Can you help prepare the snacks for the children and children's church?' It's someone who willingly serves.
- **Worker:** Someone who has a basic level service job description that is consistent and regular, usually part of a team. Example: Small group worship leader, assistant classroom leader in your children's church, bass player on your worship team.
- **Assistant Leader:** Leads in presence of their leader (assistant in a team). Out of your workers, you want to begin to identify a few assistant leaders; these are people that start serving under the leader. Then you can see how they do and if proven, then that assistant leader may become the leader in the next group or team.
- **Leader:** Leads in absence of their leader (leads a team or ministry or department). They will have an overseer or a staff pastor overseeing them.
- **Overseer:** Leader of leaders (LOL), also called Elders. This is a volunteer position. An overseer is someone who, by virtue of their leadership skill and development, is able to supervise other leaders without you being there. Let's say they built a small group, and they multiplied that small group once, and then they trained up those two leaders to multiply a second time and a third time. Well, by the time you have three or four multiplications of a small group, that person has demonstrated their ability to lead other leaders, not just to lead other people.
- **Staff Pastor:** Leads overseers, paid position (associate pastor, etc.).

8. Leader Development

Keep the distinction of levels clear. I was coaching a pastor about a year and a half ago, and I attended a meeting for their leaders – he called it his core group. There were about 30 people in the room and around a third of them were workers. Another third of them were actual leaders who were leading groups or teams. And probably only one or two out of the room were actually leaders of leaders, but they were all part of the core group.

But the problem is, when you throw them all into one room, what happens is that you think by doing so you're elevating your workers to be better leaders, but because the leaders have a different level of responsibility, authority, accountability, etc., mixing them with the workers causes them to feel somewhat diminished. It's better to have two different leadership dynamics going on simultaneously in which you work with your high-level leaders separately from your general leaders, and then maybe once a quarter, you do an all-workers meeting and get them all together. But that meeting is specific to the larger worker base in your church. And you need exclusive meetings with your overseers and your leaders.

Leaders lead a single team, department, ministry or small group. They are led by overseers. In a larger church they may be overseers, led by staff pastors. These leaders lead teams with a specific purpose and usually need 3-5 workers supporting the leader.

Family Is the Basic Model

Keep in mind that *family* is the basic model and value system that underlies all we do. Family exists for the benefit of the next generation - spiritual reproduction. You are the "father or mother" to your primary team, but you're the "grandparent" to the leaders they are leading (2nd gen). You treat them differently based on whether you're the "father" or "mother" or the "grandfather" or "grandmother."

Identify, Recruit, Train, Launch, Support (IRTLS) Model

Since family is the model, how do we develop sons and daughters? How do we call them up into a level of leadership? We're assuming that you've already laid the foundation of discipleship, which is based on that destiny discovery process; and you've actually fathered and mothered them into a place where they're maturing in Christ, and they're willing to lay their lives down for service. But now we're talking about developing some of them into leaders. We shift from development to focus more on delegation.

Let's say you have a need or you have an issue, and your goal is to raise up leaders to address that need. Here's a simple model for leadership development. This was adapted from John Wimber: identify, recruit, train, launch, and support. See Chapter 10 Small Groups for an even more detailed explanation of IRTLS applied in a small group.

Identify

Begin by thinking about what your team needs. What are your strengths as a team and what are your weaknesses? Do you need a great administrator? Do you need an apostolic father? Identify what you need and ask God to bring that specific gift to you. Look at the people around you, and ask God who He is leading to work with you.

Look for "F.A.T." people: faithful, available, and teachable. Some people are natural reproducers; people gravitate towards them. We added an "R" for reproducer for those types: so we go after "F.A.T.R." people. Teachable is probably the most important quality to look for because they need to learn a lot.

Recruit

Spend time with the people God is highlighting to you, see if they share your vision and values. Start inviting them to do things with you, and seek to hear from God for them to bless and build them up.

Once you've identified those individuals on the basis of what they've accomplished, and their ability to manage their own lives, and their heart of humility, and their ability to reproduce, then you recruit them.

I believe strongly in personal recruiting. We recommend you **do not** stand up with a clipboard on a Sunday morning and say, ‘We need to expand our leadership team, if you’re interested, come up and sign up.’

Recruit them personally. The real hook for people is to be developed personally, for you to bring them in to a developmental relationship as a spiritual mother and father to a son and daughter. You find out or help them discover what their destiny and their dream is, and then you recruit them according to that God-given long-term purpose. You invite them on a journey and to join a team. This is very powerful. They say soldiers don’t fight for their government; they fight for the soldier next to them in the foxhole.

Recruiting example: You meet with the person and say, “I’ve been praying, and now that I know you better, I really think you have the gift mix we need for this team. Would you please pray about walking with me in what I’m about to do?” Recruit them to what you are building, related to their destiny.

Train

Everyone you lead needs to be trained in what you want them to do. Spend time with your people; share your vision, values and goals with them; and train them in the specific functions they are asked to do.

Use the apprenticeship model. I’m not opposed to classroom training, but classroom training is limited. But when you actually do side-by-side work, apprenticing somebody into ministry, that’s where the greatest impartation of both your values and your DNA, as well as improving their skill set.

The simple apprenticeship model is this.

1. I show you how to do it,
2. and then I do it while you help,
3. and then you do it while I help.
4. And finally you do it, and I check in with you from time to time to support you.

This is how we want the majority of our leadership training to take place, because it’s highly relational and not highly formal and structural. Again, we want as much relationship—the “oil” of relationship—in our ministry work as possible.

Launch

Launching is the process of turning loose those you trained to lead. Don’t give them meaningless tasks that don’t allow them to be leaders; instead, trust them to lead in your absence and do what you would do in that situation. They should have real responsibilities as well as your trust. A worker is someone who serves in the presence of their leader, but a leader is one who serves in the absence of their leader. Of course they’ll make mistakes but that’s part of the process. And you can probably do it better, but in order to multiply yourself you must develop others. Work with them to build a vision, form a team, set goals, get prepared, and then launch the ministry.

Support

After you deploy the leaders under you, monitor their activity in a way that builds them up and helps them go even further. Make sure the quality of what they are doing matches your criteria. And nurture them by encouraging and blessing them. Nurturing is essentially pastoral care.

Most burnout occurs when monitoring and nurturing haven’t happened or happened poorly. If you turn people loose with a job to do but you never check in with them, they could be out there floundering, needing parenting and a loving, steady hand to lead them forward. Love them. Keep leading them. Allow them to grow.

And then ultimately, check back with them periodically for greater support, monitoring how they are doing, giving feedback and nurturing them by providing reward and help.

Leader - Worker Ratios

Just as when a child is growing, it can only grow as fast as their bones are strong enough to support their rest of the body, your leaders are the bones of the church body, and it can only grow as fast as you have enough healthy leaders to support it. Here is a rough guideline for what you'll need as you grow:

- 1:10 ratio of leaders to attenders.
- 1:3 ratio of leaders to workers.
- 1:3-5 ratio of Leaders of Leaders (Overseers or Elders to leaders).

You have two primary areas to develop leaders: small groups and ministry departments.

- Below 30 members develop your workers.
- At 30 members you need around 3 leaders and 9 workers, 2-3 small groups.
- At 70 members you need around 7 leaders, 21 workers, 5 small groups.
- At 150 members you need around 3 LOLs, 15 leaders, 45 workers, 10 small groups.

Key: Focus on training your primary team (leaders of leaders) to develop other leaders. And always aim to develop more than those numbers, because depending on your population and culture, you'll lose people all the time. In San Francisco we had to grow leaders and members by 25-30% just to stay even because people moved so much.

Leader Worker Qualifications

The 5 H's

How can you recruit individuals with the time, ability, and humility to be brought along as potential leaders and raised up into their goals? Destiny is the key.

The greatest qualification for leadership in your ministry should be that the individual has a **teachable heart**. They don't have to be perfect, but they have to be in process.

Each level of worker/leader has a different qualification. The primary framework is the 5 H's. The more responsibility the job has, the more qualifications are needed. For example: The chair setup team lead position would have fewer qualifications than an associate pastor position.

Health

Are they healthy physically, emotionally, financially, and intellectually? Do they know how to get help when needed? They should be people who know how to draw on mentors and key leaders to be developed into their calling.

Head

Do they have the knowledge (Biblical and otherwise) needed for the position?

Heart

How is their character? Look for the fruit of the Spirit. Do they have some measure of love, joy, peace, patience, etc.? Having a teachable spirit is the most important thing to look for.

Hands

Do they have the skills (ministry and otherwise) needed? Do they know how to pray for people? Do they have good people skills with an ability to relate to others? Do they know how to counsel people? Do they know how to help a person through forgiveness or repentance? Do they have the specific skills for the need; for example, if they are to lead worship, can they sing well?

Holy Spirit

Does the person have a vibrant experience of God, a good prayer life, familiar with the spiritual gifts, able to hear from God, etc.?

Work Experience

Responsibility

What were they responsible for in the past? When you don't know much, you can put someone in an entry-level position in order to measure their ability to lead, and you can promote them to greater levels of responsibility later.

Authority

How do they use authority? Do they hurt people? Are they careless sometimes? Are they arbitrary and demanding? Or are they able to draw people in and work with them in a sensitive way? How do they exercise authority? How do they exist under authority?

Accountability

Do they receive correction well? If they're struggling with an issue, do they know how to bring along an accountability partner to help them?

Privilege

Do the people you're recruiting into leadership have the ability to manage privilege or do they take advantage of it?

Create a Job Description

Serving means you have a job to do. Once you've recruited someone for a position, define the job, using those same categories we just discussed. It's best to have this written, and make sure you get agreement by the new person and whoever they report to.

Responsibility

Specify what the person is expected to do or deliver.

Accountability

Define who the person reports to and how they do that.

Authority

Define what authority the person has: what they can do and decide on their own (example: budget).

Privilege

Clarify how the person gets rewarded.

- Formal: A stipend, a paid conference, paid child care.
- Informal (This wouldn't be written down, but you need to think about how to deliver it.): Fulfillment of their personal destiny; you help them "get the gold." Also, Affirmation, Celebration, Access: If you're a good leader (and friendly), people will want access to you and will feel rewarded when they get to spend time with you. Example: Asking them to join you when you take the special speaker to lunch, etc.

Communicate Hopes and Expectations

Always define and communicate expectations. Define what you're hoping your leaders will grow in. When your definitions fall short, it's easy to resort to arbitrary leadership that becomes controlling and parental, and it can eventually mess up the culture you're trying to build. Build healthy and thriving teams where every individual is healthy. Help them understand their personal destinies and the destiny of the organization. Help them synch up their personal destinies with the organization's destiny in a way that brings a thriving leadership team to build a thriving church.

Tithe of Time, Commitment, and Meetings

Tithe of Time

We hit the Tithe of Time concept last chapter but it's valuable to review it since you'll get the objection of "I'm too busy!" often as you recruit leaders.

Everyone has 168 hrs./wk. Subtract sleep, hygiene = 100 hrs. 10% = 10 hours.

Here is what that might look like on a practical basis:

General leaders and workers:

- 3 hrs. for weekly large group meeting (Sun morn, etc.)
- 3 hrs. for weekly small group meeting
- 4 hrs. for ministry and service: formal (help with youth, worship practice, meet with team, etc.) and/or informal (go to lunch with non-Christian, invite visitors to dinner, phone calls to group members, etc.)

Overseers: They serve at a greater level of commitment, around 15 hrs./wk. This additional 5 hrs. is used for leadership development meetings, admin, meeting with the senior pastor, etc.

We get a lot of questions on this; I hear it all the time from pastors. You'll get someone who loves what you're doing and wants to help but they just "don't have time." So, let's go a little deeper.

Recruit Based on Vision

We mentioned the issue of the tithe of time, because that's practical, but everything we do should be based on **vision**. I never recruit somebody to a need. I recruit them to vision. When you recruit based on need, it can lead to problems. For example, if you need a skilled person over the sound booth, and you recruit based on need, you might get someone who responds out of duty. And you end up squeezing them into the role even though it's not really their "thing." I wouldn't do that. I go back to their personal vision. Where do you see yourself in the next ten years when you stand before Jesus at the end of your life? What is going to be the fruit that you bore, according to John 15? Try to align the person with ministry that is related to their destiny.

And as they serve, issues come up. Then you can ask, 'Do you think you're going to have a shot at bearing that fruit without some greater life management?' So personal vision of destiny provides the motivation.

Because ultimately, most of us are being driven by the world. The Bible says, don't let the world press you into its mold, but be transformed by the renewing of your mind. We're leading people through a transformational process so that they can become the people God's called them to be and stand before Jesus at the end of their life with their head held high because they completed everything that God ordained for them to complete.

You Are a Steward of Your Flock

This is our stewardship as pastors and leaders, that we're responsible to produce that outcome in every single member that God's entrusted to us. We're not going to get there unless we challenge lifestyle. But we have to challenge lifestyle not by appealing to duty or applying pressure. We want to challenge lifestyle in the light of your personal vision or destiny. Because if you care, if you know why you're here on this earth, and you care about bringing the fruit to Jesus that he's called you to bear, those good works of Ephesians 2:10, then you're going to actually start taking control of your life in a new way.

You Can Help Them Run Their Race

We can't run their race, but we need to help them run and run well. You're here to help each person become the man or woman of God that He's called them to be. Let's look at it from the standpoint of First Corinthians Chapter 9, where Paul says, *"I don't want to beat the air, I don't want to run in place, I want to win the prize."* That's what he says again in Philippians Chapter 2, *"I want to lay hold of that for us."* Chapter 3, *"I want to lay hold of that for which Christ Jesus laid hold of me."* (paraphrased)

For some it's as if they gave everything at least for a season, but now they've given away most of the pieces of their life, and the world is the one who controls their life choices. We need to reclaim life choices for Jesus. We have to help each person, but the best way to help them is not by brow beating them or ministering duty to them, but by helping them connect deeply with their God-given **destiny**. And then to lay the cards on the table and say, "You're not going to get there if you're only able to give Jesus an hour and a half a week." "Well, what should I give?" "Ok, let's talk about this idea of the tithe of time. Over the next six month, could you move from a place of giving Jesus 2 hours a week to giving him 10 hours a week? And can I help you do that?"

At the Olympics in Rio 2016, Simone Biles was brilliant, winning four gold medals in gymnastic. But you don't think she got there without a coach, do you? She had a coach saying, "I'm going to meet you at the gym at 5:30 in the morning. You better show up if you're serious about winning the gold. If you don't care about the gold, it's your choice." We can say something similar. "If you're serious about achieving God's best, I want to help you get there. But can I have your permission to work on your calendar to see where we can cut things to give Jesus more of your time? It's tough getting into the weeds of somebody's life, but that's what discipleship is.

Help Them Stand Before Jesus Unashamed

"For we must all appear before the judgment seat of Christ; that every one may receive the things done in his body, according to that he hath done, whether it be good or bad. "

1 Cor.5:10

Jesus said, "Sell all that you have, give to the poor." He said, "Eat my flesh and drink my blood." Jesus was constantly challenging people, "Follow me, leave your nets and I'll make you fishers of men." There was a constant call to higher level commitment, and that's really our responsibility as pastors. If we fail to do that or if we actually coddle people in their untamed lifestyles, they're going to stand before Jesus some day with an empty basket and no fruit.

Sure, they'll get into heaven, but they're going to kind of look sideways at us and say, "Why didn't you tell me? Why didn't you help me? Wasn't that your job as a pastor to help me be fruitful for Jesus? "

Meeting with Your Leaders

Review of the One Hour Development Meeting

We covered this in People Development but I repeat the summary of it here because it's so essential. This is a one-hour intentional meeting one-on-one to develop a person into a mature disciple.

- 1/3 Relational/Friendship Development: Just be casual, relational. How did your weekend with the family go? Did you catch the football game? Etc.
- 1/3 Personal Destiny Development: Deal with character issues (Destiny Finder Workbook Section 7) and personal destiny dream. Help them set goals, provide feedback and recommendations on goals and progress.
- 1/3 Ministry Development: Help them in the ministry they are doing or leading (Destiny Finder Workbook Section 6). Help with the problems they face; how they are doing developing and mentoring their team development; setting goals and progress.

Weekly Meeting Schedule

The goal is to spend 50% of your time each week in personal development meetings. Aim for 10-20 developmental meetings a week. I averaged 15-20 a week when pastoring in San Francisco. I know that sounds like a lot, it's possible. You get what you pay for... the more you invest, the greater the return.

You can do four meetings a-day for four days during the week. The key is that you can travel to meet with people that work at an office or home. Most people can adjust their schedule if they have enough time. They can go in early and get off early, or later and work late. More and more people are working remotely so that offers great flexibility.

Schedule:

- Morning meeting
- Early lunch meeting
- Late lunch meeting (don't overeat! lol)
- Late afternoon meeting

I generally limited our staff pastors to only be away from home at night a couple of nights a week. Otherwise, people get burned out and marriages and families suffer. You can use zoom and phone calls, but try to meet in person if possible.

Let Your Calendar Be Your Boss

So many crises...so little time. You have to move from *reactive* leadership to *proactive* leadership in which you're anticipating and getting ahead of issues, and transforming people in the midst of that process.

The problem is that the problems never stop in local church leadership. You constantly have to juggle reactive balls in the air, right? But if you can proactively handle two balls, and a one ball is reactive, you will start making progress. There will be fires you have to put out, and there's no way to avoid that.

See the Big Rocks video with Steven Covey <https://www.youtube.com/watch?v=zV3gMTOEWt8&t=5s>. In the video, you'll see an exercise he does where he has a fish bowl half filled with sand. He has another fish bowl mostly filled with rocks. He'll try to fit the rocks into the fish bowl with sand, and they don't all fit. But then he takes the sand and puts it into the fish bowl with the rocks, and he keeps wiggling it so that the sand filters in and the sand actually completely goes into that fish bowl. And what he's illustrating is, you've got to put your big rocks in first.

As you're planning your schedule for the following week, let your calendar be your boss. Set your calendar with the big rocks first and then you'll let the little rocks and sand filter in. And every so often you'll have to cancel a big rock to put out a fire. But mostly you don't. Mostly you can fit the putting out of fires that dealing with the urgencies that end up coming up in pastoral ministry. You can deal with them between the big rocks and a 10-15 minutes crisis call. So don't let crisis become your primary ruler in ministry. Sadly, most pastors do. They might have a staff meeting and maybe an online leadership class in their calendar, but that's it.

Reactive leadership is meeting with people as they reach out to you. Instead, be proactive and start scheduling people into your calendar for developmental meetings, not pastoral care meetings. I recommend that you shoot for an initial goal of twelve developmental meetings a week, and try to increase that later. Remember, you get what you pay for. The more you invest, the more return you'll get.

Review

Questions

1. What two things do leaders do primarily?
2. What is concentricity?
3. What's the difference between a worker and a leader?
4. What is the 5-step leadership development model?
5. How do you do the third step?
6. What's the most important quality to look for when recruiting?
7. Why do you define the job?
8. Describe the Development Meeting format.

Answers

1. Leaders develop people and move them to fulfill goals.
2. Concentricity is the concept of concentric rings of involvement and responsibility. We work with workers and leaders differently based on the ring they are in, which corresponds to their involvement and responsibility. We spend more time and energy with those in the inner ring because ultimately that multiplies the ministry to everyone.
3. A worker leads in the presence of his/her leader, a leader leads in the absence of his/her leader.
4. IRTLS: Identify, Recruit, Train, Launch, Support.
5. Train: apprenticeship approach: show them.
6. Teachable spirit.
7. Because unmet expectations cause many problems for both parties.
8. Development Meeting format: 1/3 Relational, 1/3 Helping them with their personal destiny and especially character goals. 1/3 Helping them with their ministry.

8. Leader Development

9. Team Development

Primary or Core Team (Overseers or Elders)

The Goal Is a Culture of Development

What we're after, what we're moving towards, and hopefully this training is moving you towards, is building a church that actually has a culture of development; that you're developing people to develop them into leaders, and to develop them into teams that can produce ministries that change the world.

First of all, our goal is personal empowerment: we want to see every single member function as a priest before the Lord. This is the shift from pastoral to apostolic. And then, we shift over into a more apostolic approach, which is all about maximizing the mobilization of every member for ministry according to their God-given design and destiny. Therefore, we want to focus on how to do people development that produces a result; a predictable result.

How do we do leadership development of the disciples that we make, and how do we begin to bring those leaders together with workers into teams that will be powerful and effective? Choosing your core team is probably your most important strategic decision.

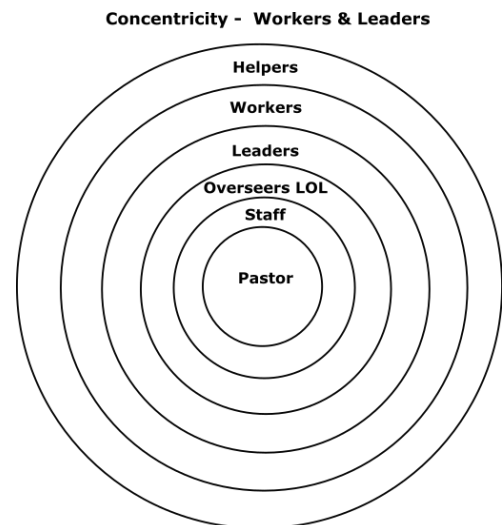
Concentricity Review

Because it's so important for team, let's review the concept of concentricity. The principle was used by Moses. Jesus had the three, the 12, the 70, etc. Paul, as seen in 2nd Timothy 2:2, had four generations. It's one of the principles of the kingdom that's crucial to your success. If you fail to have clear delineation between the different levels of development, then you will fail to actually develop people effectively.

If you put all of your kids in a single classroom and you had 5-year-olds with 12-year-olds, and 15-year-olds, it would be difficult to teach them all effectively and raise them up from grade-to-grade level to grade level. Our school system figured out that they need to have multiple levels of development. I recommend that in a church we think about it in a similar way.

We can see the principle of concentricity in Scripture. This diagram describes a generational hierarchy.

- **Helpers:** People who show up and help out as needed.
- **Workers:** People who have a job description and are part of a team.
- **Assistant Leaders:** You raise up some of your workers to be assistant leaders.
- **Leaders:** Ultimately from the assistant leaders you're releasing new ministries under their leadership.
- **Overseers:** And then ultimately once you have leaders that are developing well and multiplying themselves into the next generation of leaders, they can be elevated into overseers or leaders of leaders.



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The leaders of leaders (overseers) are your key ministry point in your church. In other words, if you can raise up leaders of leaders who actually take on the responsibility of developing people under them, that's really when the culture of development starts taking off in your church. If your church is large enough to have leaders as paid staff, they will be overseeing multiple overseers and ministries.

Choosing your Core Team (Overseers)

Jesus Had a Core Team

“Now it came to pass, afterward, that He went through every city and village, preaching and bringing the glad tidings of the kingdom of God. And the twelve were with Him, and certain women who had been healed of evil spirits and infirmities—Mary called Magdalene, out of whom had come seven demons, and Joanna the wife of Chuza, Herod’s steward, and Susanna, and many others who provided for Him from their substance.” Luke 8:1–3:

“Then He said to them, ‘Follow Me, and I will make you fishers of men.’” Matt 4:19:

Jesus had an entourage of probably thirty or forty people who were part of His initial core leadership team. He ended up partitioning His team into different groups:

- The three; Peter, James, and John, joined Him on the mount of transfiguration.
- The other nine (part of the twelve disciples) had duties and responsibilities as part of the team.
- Jesus trained another seventy and commissioned them to go to every city and village He was about to go to (Luke 10:1–24).

Who Should Be on our Core Team?

As you're building concentrically, you need to identify teams at each level. Your core team includes the overseers, and if you have a larger church, then you're going to have some paid staff people and they would be in the core team as well. Then under your overseers you're going to have a secondary set of teams that the overseers are responsible for.

Who should be in your core team? Who are the three to five individuals who carry your heart, vision, and mandate, and who are fixed to you as their pastor and leader? How do you connect to those individuals and build team with them?

They are the nucleus. These are your main leaders, usually 3-7 people, or more if you have staff. They are called overseers, elders, etc.; these are leaders of leaders. They oversee multiple departments, ministries and small groups, and overseers if the church is larger.

They are the critical mass upon which all the other teams you’re building will be oriented. They are the sun in the center of your ministry solar system. Build with them first.

Note: Depending on your church or denomination, you may use any of the following terms: “Elders,” “board,” “core team,” “primary team,” “overseers,” and “leaders of leaders,” even “deacons” In most cases. I will use the term “overseer” because I believe it best represents the function.

Unity and Diversity in the Team

How did Jesus build His team? He called many diverse people together. Many were fishermen. One was a tax collector. One was a revolutionary who hated the Romans. Some were businessmen; some were just workers.

He didn’t call many people who were in the high, upper ends of society. He chose the core, the salt-of-the-earth type of people.

Think through how you’re going to build your team, who’s going to be on it, and how you’re going to bring them into unity around your vision.

Make sure your core team is diverse in a number of different ways. Make sure you have different gifts and temperaments represented in your core team. Do you have a team that is diverse enough to represent different aspects of the heart of God?

Diversity of background, DNA, life-story, degrees of economic or even educational levels all give you perspective on how to lead your church in a broader way. Diversity is key.

As you value diversity, value unity. How do you bring them together? How do they interact with one another? How do they align with you as their leader both personally and organizationally? How can you get them synced up so they're creating synergy that makes for an effective team?

Overseer Job Description

Overseer Biblical Basis

Three NT words are used for this function: *presbyteros*, *episkopos*, *poimainen*.

- **Presbyteros:** "Elders" "Mature ones" The most spiritually mature believers and usually, but not necessarily, the oldest.
"From Miletus he sent to Ephesus and called for the elders (presbuteros) of the church." Acts 20:17
"The elders (presbuteros) who are among you I exhort, I who am a fellow elder (presbuteros) and a witness of the sufferings of Christ, and also a partaker of the glory that will be revealed:" 1 Pet 5:1
- **Episkopos:** "Overseer" From *epi* over and *skopos* peer about, used of superintendents or oversight. "See over" Leading from a higher vantage point of leadership.
"Therefore take heed to yourselves and to all the flock, among which the Holy Spirit has made you overseers (episkopos), to shepherd the church of God which He purchased with His own blood." Acts 20:282
"Shepherd the flock of God which is among you, serving as overseers (or exercising oversight) (episkopountes), not by compulsion but willingly, not for dishonest gain but eagerly;" 1 Pet 5:2
- **Poimainen:** "Shepherd" Tend the flock, feed, protect, lead and provide for the people of God.
"Therefore take heed to yourselves and to all the flock, among which the Holy Spirit has made you overseers, to shepherd (poimainen) the church of God which He purchased with His own blood." Acts 20:28
"Shepherd (poimante) the flock of God which is among you, serving as overseers, not by compulsion but willingly, not for dishonest gain but eagerly;" 1 Pet 5:2

We see all three words in the 1 Peter 5:1-4 passage: *"The elders (presbyteros) who are among you I exhort, I who am a fellow elder and a witness of the sufferings of Christ, and also a partaker of the glory that will be revealed: Shepherd (poimaino) the flock of God which is among you, serving as overseers (episkopeo), not by compulsion but willingly, not for dishonest gain but eagerly; nor as being lords over those entrusted to you, but being examples to the flock; and when the Chief Shepherd appears, you will receive the crown of glory that does not fade away."*

What we have here are two scriptures (Acts 20:28 and 1 Pet. 5:1-4) that give us the definition of the role of an elder. One is by Paul, the other by Peter. Paul calls the Ephesians elders here and he tells them to pasture (*poimante*) the flock that God has given them the oversight (*episkopontes*) over. And then the same thing in the first Peter passage, Peter speaks to the elders and he says to them, pastor the flock that God's giving you the oversight of. What we see is these three dynamics, pastoral care, oversight and eldership as virtually synonymous within these two passages. And so, we believe the overseer role is the true eldership role in the church.

Qualifications

They need to be able to do what the verses state: shepherd and oversee the flock. Review the previous chapter for qualifications of a leader for detail on the five H's, responsibility, authority, accountability, and privilege. The main functional qualification is that these are leaders who have developed multiple generations of leaders – in other words they have developed leaders who have developed other leaders. These points, along with the clear teachings of 1Tim. 3:1-7 and Titus 1:5-9, give us a framework for the qualifications of an elder that is both biblical and practical.

Responsibilities

This is a hands-on job, working to develop and disciple real people with real problems; it is not primarily an advice-giving board.

Every overseer should be overseeing around three to five leaders under your leadership, and they will have separate teams or ministries that meet separately.

Their job is to develop those leaders doing all the things we covered in the last chapter; developing them in their personal destiny and the ministry that they lead.

Volunteer Position

I recommend that eldership should be primarily a volunteer position, and not paid. Once you have enough people and budget and ministries, you can start to hire one or more overseers as paid pastoral staff. But once they start receiving a salary, people put them in a separate category and they see them differently... they say, "Oh, you're paid to do this, so you're different than me." But in fact, if you keep your overseer level of service as a place of volunteer service, where people are stepping into a higher degree of activation, that's really where the key leadership position is. That creates the leadership updraft, the developmental updraft that produces the results that we're longing for.

Time commitment

I asked my overseers for 15 hours a week. These were not compensated. These were people who had basically matured in life enough to be able to manage their personal world in such a way that they could give an additional five hours a week (above the 10 hours for the general worker or leader) as an offering to heaven for their personal time accountability. And again, I'm not talking about personal prayer time here. That's on you. You need to get up a half an hour early every day to spend some time in the presence of God.

Creating or Realigning Overseers

The Problem: Elders Are Not Elding

Wimber used to joke that elders should be "elding." The problem is that in most churches the elders or overseers are some trusted businessmen who meet once a month to make decisions about the finances and the building. But that's missing the central purpose of development –overseers need to be "over-seeing" people and ministries by discipling people, and especially raising up leaders. I've worked with hundreds of pastors and very few have elders or overseers who are functioning in this way. It's a **huge** problem.

And when you think about it, the problem is that the senior pastors haven't disciplined their team very well. The senior leader is not developing his or her team of overseers and so they aren't developing the leaders they work with. Or they are trying to do everything themselves and don't have leaders to help them.

How to Shift to Biblical Overseers

This has got to change! We realize that it is a huge shift, and it's going to take some real effort.

1. Redefine: Meet with current overseers to share the vision of the shift, and what the overseer position will require (people development). Redefine true eldership as a *function* above *position*. Set the bar clearly. I know that most of them are probably not functioning like this at present. Don't blame them; blame yourself and tell them that. "I am really sorry that I haven't done a good job at developing you but I'm committed now to turning this around and equipping you to be the best leaders you can be." Etc.

Set Goals: Prioritize the goals in specific timeframes. Define expectations, for example: Overseers spend about 15 hrs./wk. which includes Sun morn, small group, meet with senior pastor, and 3-5 developmental meetings/phone calls per week.

2. Reassess: Consider each of your current overseers in the light of your new definition. See how they respond to the new standard.

3. Realign: Hopefully most of your current core will want to transition to be real overseers. If they are not functioning in this way currently, which is often the case, clarify the standard and give them some time to make a choice, and then allow them to "self-select." If they opt in, create a path and timeline for them to develop, for example, six or nine months to start overseeing three to five groups or ministries. Then regularly evaluate how they are doing: Did they do regular development meetings with the leaders and use Destiny Finder and IRTLS? Are those leaders developing assistants? Are those groups moving towards multiplying?

You need to work with them intensely over that time period to develop them. If by the end of the time they have not made significant progress, you need to have that hard conversation and say, "I'm sorry, it's been six months. We've asked you to take on this new role. You failed to do so. But we still love you, we still need you. Would you be willing to move over to our advisory team, or do you want another chance at becoming a truly functional overseer in our church?" If they choose the latter, create a new plan for them.

4. Reassign: Some will decide that the definition you are giving is not what they signed up for and they will opt out. Some you will determine are simply not capable. What do you do with those? It can be quite tricky.

Here are a couple of options.

- You can create an "Advisory Team" for them. You can say, "I hope you understand that we have to have overseers who are actually involved in discipling and developing leaders and ministries. But I value you and your counsel. Would you consider being part of an Advisory Team I'm creating? I'll meet with you every three months to get your counsel and feedback."
- If they don't want to do that, bless them and thank them for their service. When you install new overseers, you can honor these ones who have served. They may decide to be a worker or leader in one of the ministries, but don't be surprised if they leave the church.

5. Relaunch: Relaunch your overseers with clear job descriptions and expectations. This will widen the bottleneck of your leadership chimney.

6. Evaluate Periodically: Install regular points of evaluation and accountability to maximize growth.

The Overseers Recruit the Next Generation

How can you take your core team and begin to mobilize them to recruit other individuals into relationship and membership? By using the people and leader development principles and practices we already presented. The primary or core team follows the same IRTLS model, doing personal recruiting, using the Destiny Finder approach and considering all that we have presented on qualifications, etc.

How can they do this in a way that allows them to take responsibility for imparting the values, vision, mission, and every aspect of who we are as a ministry? This is where it's important for you to continually cast vision for destiny and Kingdom multiplication, and teach them to do the same. When people tap into their God-given destiny, and they understand the mandate to make more and better disciples, they will be motivated from within. That's when it gets crazy fun.

When your core is reaching out to the second ring of leaders, a powerful dynamic takes place. You'll find the momentum beginning to build in a powerful way.

One of the pastors who went through our Boot Camp a few years shared this with us about a year and a half after he started implementing what he had learned:

"We now have a growing leadership culture that is hungry to change our city like never before. Our "old timers" are energized and new people in our church family are finding out that they don't have to wait and sit on the bench for some extended time before they are equipped and entrusted to make a difference. This forward momentum is impacting the whole in such a way that people are encouraging one another to move ahead in God in amazing ways. This 'permission and encouragement to really to go after it culture' is a bit contagious. At times it seems like I should pinch myself to confirm that it is real!"

-- Ron Burns, Senior Pastor, New Covenant Christian Church, Lansing Michigan, USA.

Secondary Team

Definition

Your secondary team are those people that are being led by your overseers; but you're also relating to those, and we'll talk about that in a moment. These are 10 to 25 people that are in the next ring. They are leading single departments or ministries or small groups; but they're actually leaders, they're not just workers or assistant leaders. These are people that are actually leading in the absence of their leader on a consistent basis. That's what makes them a leader: they're not serving in the near presence of their leader, but they're serving that leader's absence. So they have a true leadership role.

These teams should usually have three to five workers per individual team under a leader. The leaders need to be using all the people and leader development practices we've presented including developmental meetings, Destiny Finder, and IRTLS, etc.

Three Levels of Team

Each team really consists of three levels: there is the **leader** of the team, and every leader should have an **overseer**. Every team should have **teammates** that are working with that team leader to achieve the outcome of the team. In fact, a two-level team is really not a full team because that overseer has a special role and a special purpose in the team to keep the team on track and moving forward. This is the idea of multiple generations

Working With Your Team

Team Alignment

Alignment with the Pastor, Vision, and Values Is Crucial

One of your highest priorities as a leader is to foster alignment in your team. How is your team aligned with you as the key leader?

Unity is as essential as diversity. Alignment is coming into relationship with your leader in such a way that you reflect their heart and receive them in your life, and you are aligned with them. When you come into alignment with those you've invited to be mentors over you, that will often supernaturally release greater alignment with the people you're leading.

You Need a Clear Blueprint

If you're not defining what you're building, it's going to be really hard for the builders you're inviting to come alongside and build with you.

This is one of your main responsibilities as a leader: You need to get the vision of heaven of what you're trying to build and then articulate it to the team in such a way that they can begin to align with you around a clearly defined plan. Start with a clear blueprint to create the alignment you're longing for.

You and your leadership team need to be aligned culturally. This means your values as a person, your priorities, practices, and the way you live life are consistent with the way the members of your leadership team value, prioritize, and live their lives. You don't have to agree on every point of doctrine, but you should share a basic theological perspective, with a shared common viewpoint, and shared essentials.

Leaders Need to Personify the Vision

Each leader needs to personify the vision in a way that's visible to others. Leaders need to articulate the philosophy and theology they're leading by not just their words, but in their lifestyle and way they lead.

As a leader, you need to tune in to what you believe, who you are, and what your values are, and then you need to try your best to bring along other leaders who reflect those things. This is something that requires integrity and intentionality.

Make sure who you are on the inside—what you value and care about—is what you demonstrate on the outside. Be intentional and say, "This is the kind of church I want to build." Extend that intentionality to your leadership team in such a way that they're able to "buy-in" because you're clearly articulating who you are and where you're going.

How to Invite and Include your Leaders in a Dynamic Partnership

Your leaders need to do things the way you want them done. But at the same time, you need to let them do things the way they do them best. There has to be a process of synthesis and agreement.

Find a way of working it out where the things that are non-negotiable are held tight and people come into alignment with your values as a leader. But there also needs to be the opportunity for those you're releasing, especially at higher levels of leadership, to be able to experiment and step out in ways they've found tried and true in their lives, and for that to become part of the way you do things as a church. This requires partnership. It's just not you as the boss stating policy for your leaders, but it's your leaders coming into dynamic partnership with you.

There comes a shared partnership, where everything you're doing as a leader corresponds to your leadership team. You are building something together that is going to be beautiful and awesome, and it's going to provide a place where others can come in and thrive on a personal level, even as you thrive on a larger, organizational level.

Subcontractors: Building the House of God

The different aspects of Christ are essential for a healthy body. If you want to build a thriving church, make sure everybody in your church is fulfilling some aspect of the ministry of Jesus.

- Jesus is the apostle and high priest of our faith.
- He is the true prophet.
- He is the evangelist. He is the good news of God that came to the earth to reach and save that which was lost.
- He is the good shepherd: the pastor who cares for people.
- He is the great teacher.

Having these quintessential aspects of Christ represented in your church is one of the principal keys to a thriving church. These aspects need to be represented by individuals and leaders you've raised up—people you've trained. Create structures and frameworks where your people can function, so they can carry their specific aspects of Jesus to the larger body and begin to equip the church.

Eph 4:11–12: *“And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for the equipping of the saints for the work of ministry.”*

If you have an evangelist in your group, they can impart a care and love for souls to different individuals.

If you have a pastor, their job is to equip the church to care for the flock.

1 Cor 12:25: *“...but that the members should have the same care for one another.”*

This requires a different emphasis, priority and set of assignments that will help produce that outcome.

Assignment comes out of alignment. The senior pastor is like the **general contractor** for a building project. You'll have an electrician, a plumber, a roofer, a concrete guy, etc. You aren't expected to be the expert of all of the functions. But you need to know enough about each one to be able to direct them together in a positive way to get the building finished. (I hope you see that's apostolic functioning.)

What are you building? Unless you know what you're building, you can't assign your subcontractors.

1 Cor 3:10: *“According to the grace of God which was given to me, as a wise master builder I have laid the foundation, and another builds on it. But let each one take heed how he builds on it.”*

Paul was saying he was the general contractor, Jesus is the architect of the Church, and he was enlisting subcontractors to help him build.

The subcontractors are the team members who have assignments. They need to be aligned with the blueprint in order for their assignment to work. God wants us to build by a plan and codebook, and you're the custodian of that plan as the key leader.

You need the cooperation and feedback of the entire team. Sometimes you need to change the blueprint based on their input and that's fine, as long as everyone sticks to the new blueprint.

Assignments As Stepping Stones to Destiny

Assignments become stepping stones for the development of the individuals on your leadership team. You are called to incubate your leaders into their destiny.

One of the greatest pay-offs for anybody who serves in the church you lead should be, at the end of their commitment or involvement, that you send them forth to do what God's told them to do in a greater and more powerful way than they would have had if they hadn't worked with you.

Use assignments as a training ground and context to help shape your leaders' character, to help input the Word of God into their lives, and to help them grow in their leadership and ministry skills.

9. Team Development

When you're finally able to send them forth, their assignments became stepping stones to their destinies.

You are the one who coordinates the assignments of the leaders under you. Consider these questions:

- What is their gifting?
- What's their alignment with you personally?
- Where are you ultimately leading them?

Can you develop a pathway for them within your church that will help them grow into the individual God is calling them to be, so they can fulfill the destiny God has for them in the future?

You're motivating them unto their personal destiny, but you're using the church as an incubator for their destiny, and you mobilize them into positions of service in accordance to their God-given destiny. And then you mentor them in that time personally and in small groups and in team meetings. You can mentor to some extent in the team meeting, but the team meeting never replaces the individual mentorship.

Team Ecosystem

We have presented these before but they are super important so we'll discuss them again. Every team member is part of a greater team balance.

Make sure that each team level is organized similarly, so that leaders are functioning at the same level of sacrifice, regardless if they're leading in worship or in children's ministry or in greeters or in small groups. In other words, there's the same level of sacrifice, there's the same level of service, there's the same level of access to you.

They should be at roughly the same level of maturity and development, measured by the following:

- **Qualifications:** Measuring Health, Head, Heart, Hands, Holy Spirit.
- **Responsibility:** Specify what the person is expected to do or deliver.
- **Accountability:** Define who the person reports to and how they do that.
- **Authority:** Define what authority the person has: what they can do and decide on their own (example: ministry budget).
- **Privilege:** Clarify how the person gets rewarded. That can be Formal: A stipend, a paid conference, paid child care. Or it can be Informal: Fulfillment of their personal destiny; you help them "get the gold." Affirmation, Celebration, Access: If you're a good leader, people will want access to you and will feel rewarded when they get to spend time with you. Example: Asking them to join you when you take the special speaker to lunch, etc.

Define these and communicate expectations. Have written job descriptions. Be clear and intentional.

Team Culture

We covered this extensively in Chapter 5, so we'll just hit the highlights here, because it's such an important factor in building a great team. We want to make sure that we're monitoring the team culture and building it carefully, because your primary role as a senior leader is the curator of culture. You need to be there to foster good culture, both in your primary core team and your other teams.

Culture is to community what habit is to an individual. It is a combination of your values, priorities, and practices, along with your traditions, symbols, and expressions. They tie you to your past; they identify you in the present, and they propel you into the future. Culture is your greatest asset. But culture building requires work and intentionality. You've got to be able to meet with your team. You've got to be able to define your values together. You've got to be able to then turn your values into clearly defined priorities. And then the practices that are natural to your team need to develop out of your values and priorities.

And that really becomes the cultural framework that you're operating in. If you build good culture, guess what? You don't have to micro lead everybody, because culture itself will carry people, let's say 90%, towards the destination that you have. You still have to instruct, you still have to correct, but you don't have to micro lead every single person because your culture itself will carry them like a river to where you want them to go. The key is to use public celebration, modeling and teaching; and private correction to create and shape culture.

Team Momentum

Fulfilled Goals and Expectations Create Momentum

One of the most important aspects of a team is how it flows and builds velocity as it works together.

Momentum: The X Factor in Any Endeavor

Momentum is hard to define and measure. It is kind of intangible and difficult to create, but it's one of the X factors that makes a huge difference between a surviving church and a thriving one.

How can you build the kind of momentum that will keep your whole team flowing forward and moving into the purposes of God? The X factor in any endeavor that creates enthusiasm, a sense of camaraderie, esprit de corps, and a sense of being soldiers in the battlefield together. Sacrifices can be made more easily in the context of momentum.

If you can create momentum, your leadership will be that much easier because you've created a powerful flow and velocity that end up achieving what God wants to achieve.

Momentum Is the Product of Many Little Successes

Have smaller goals that are achievable. People will begin to feel the energy of having done what you asked them to do on a week-to-week basis. This will add to their sense of, "I can do this. I can accomplish this!" When you have a whole team of people who are achieving what you're asking them to do on an incremental basis—that is huge in creating this sense of momentum.

This requires you to specify clear goals.

In your team meetings, define the next step you're taking as a church, both individually with individual assignments but also together.

- What are the outcomes you're hoping to produce?
- How are you going to produce those outcomes?
- How are you going to get from here to there?

Momentum begins with a sense of God's will and a Heaven-to-earth dynamic.

The drop in elevation is what gives a river momentum. If the church is like a river, we are moving from a high place, close to God, to a place where we're flooding the earth with God's glory—there's going to be this sense of movement. That sense of movement is momentum. As a leader, you have the ability to engineer increased momentum by the way you lead.

Team Health

When a team is healthy, it will create and sustain momentum in a thriving way in your church:

Vision

Continuously speak vision. Include it in every meeting.

- What are we doing and why?
- Where are we going?
- What do you see in the future?

9. Team Development

Have discussions where your leadership team can ask questions and feedback with you. There needs to be an opportunity for the vision to become crystal clear to everyone you are leading.

Goals

This is where your vision becomes a mission. A vision is what you see. A mission is what you do to get what you see. A mission needs to be broken into achievable objectives, goals and steps in order for it to really do its job.

As you look at the mission you're on as a church, you want to ask yourself the following question and complete these points:

- How are we going to achieve the vision?
- Create a set of steps.
- Assign those steps based on team members roles, etc.

This causes your team to function as a single unit, accomplishing the goals of God.

Rewards

Every member on your team needs to know they're appreciated. Appreciation tells people they matter to you. They can have input that helps shape the course of the "river" you're leading. They could be candidates for future stipend and salary. Reward expresses worth.

Informal: Fulfillment of their personal destiny; you help them "get the gold." Affirmation, Celebration, Access: If you're a good leader (and friendly), people will want access to you and will feel rewarded when they get to spend time with you. Example: Asking them to join you when you take the special speaker to lunch, etc.

When someone knows that what they're doing is significant and valued, they're going to be invested and give it their best (most of the time).

Support

People need to know how to get help when it's needed.

So many leaders are fearful of stepping into the next level of leadership because they don't know if there's going to be a safety net to catch them. Or they don't know if they're going to have the tools they need when they need them.

Your responsibility as a key leader is to create an environment where support is in place. You may not be the one to give that support. Maybe there's someone else on your team who has a greater ability in that particular area. Create an environment of support so when people get into trouble or hit a barrier in their leadership ability, you're there to support them.

Feedback

Be honest. Give people a "feedback sandwich": encouragement, correction, encouragement. If you're going to bring correction, always bring it with a lot of affirmation. It's vital to provide feedback and do it as a spiritual father or mother. Speak the truth in love.

Eph 4:15: *"...but, speaking the truth in love, may grow up in all things into Him who is the head—Christ."*

Here's an example of what this looks like: "I love what you're doing here. You've done these five things really well (list them and why it matters). There's an area I want to speak to you right now that needs a bit of improvement. But, you are doing really well in those five areas. I really appreciate you."

Whenever you recruit a leader, always include this question in the interview process: "Can I have permission to speak into your life and into what you're doing in ministry?" With that permission you will

feel empowered if, at a later date, you need to go to them and say, “Remember that time I asked for permission to speak into your life or into your ministry? Well, there’s something I need to talk to you about. Is that okay?” This will remove the awkwardness in your leadership process, and you will be able to give them the healthy feedback they need to be a better leader.

Bring these things into play and install them in the leaders you’re leading. You’ll find your momentum rising as you achieve the goals that God has placed before you.

Note: Leaders like to give vision and goals, but team members have a greater need for reward, support and feedback.

Team Dysfunctions

This is from the book written by Patrick Lencioni, *The Five Dysfunctions of a Team*. It's essential for everybody to have. He identifies five areas that can kill a team.

Results: If you don't pay attention to results, if you're just spinning your wheels all the time, if you're playing fantasy church and not achieving outcomes, you're going to have a problem in your team eventually.

Accountability: You have to hold your team members accountable, and if they're unwilling to be held accountable for commitments they make, then they are not going to be able to be on the team for very long. And at some point, you need to tell them that.

Commitment: If they're not able to buy in at the level you're asking them to, and they've been unable to do so over a period of time, you need to deal with it. If you've talked to them several times and given them pathways to build their commitment, and they can't do it, then they can't continue to be part of that team because their lack of commitment will undermine the commitment of everybody else.

Fear of Conflict: If you're afraid to challenge or afraid to correct people on your team, you won't get their best, and you won't be leading. When you do challenge or confront always do so with gentleness, considering yourself, as it says in Galatians 6:1. But you have to correct consistently if you want team unity.

Absence of Trust: Trust is the currency of leadership. If you start making radical sort of changes and changing the rules on people and correcting them harshly and doing other things that undermine trust, then you're going to actually forfeit your leadership in the team. Because your leadership is not just by appointment. It's also by merit. And merit is important here.

We don't want to just say, “I’m the pastor of the church; you need to submit to me.” That's a ridiculous! It may be true at some level, but it isn't going to win anybody's heart, right? We lead by influence, not by dominance. We need to build trust, and trust becomes the currency by which loyalty then is generated. And the reverse of that is avoiding the pitfalls, avoiding the pathologies.

Lead by Proposal & Consensus

There is a spectrum of how people lead. On the one end is the autocratic commander who decides everything on their own, tells the team what to do and doesn't get any feedback. At the other end is the democratic facilitator who comes to the team meeting and says, “Ok, what do you want to do?” Neither is a very helpful leadership approach.

We recommend that you combine **proposal** and **consensus**.

First you need to seek the Lord, and get the vision or blueprint and have a good sense of the general direction to go, and even a detailed plan.

Then you present it to the team as a **proposal**: “Here’s what I believe the Lord wants us to do. I want your input and feedback.” Get their feedback, and adjust the vision and mission as needed. Your team is an

asset. You are the general contractor and some of them may know a lot more than you about their area of expertise. Take advantage of it. Using the building analogy, the electrician may say, the plan calls for a wire here but we can't do that because of the water pipe there. So adjust the plan.

Work it through until you get **consensus** without resorting to a "vote" by each person. Clarify the decision or plan and make assignments. If your team strongly disagrees with you, tell them, "Ok I'll go back to the Lord and process this and we'll revisit it."

Lead Down Two Generations

You know that when you make a photocopy of a copy of a copy of a copy of a copy the image keeps fading. In the same way, if you're developing concentrically, but you're only leading down one generation, and they are leading down one generation, then you're actually making a copy of a copy. So, we recommend you always lead down two generations.

You are the primary leader. You have your core group, but you also have your second tier of leaders. We expect you, as the lead pastor, to lead down to this level, but you have to do so in a way that's very careful and disciplined. In other words, you don't want to lead this group in a way that undercuts your actual leader. If the secondary leader mentions problems, make it clear you support the primary leader to lead (don't throw them under the bus) but say that you'll look into it. Then have a conversation with the primary leader. A great way to open that potentially hard conversation is to say, "So and so mentioned a problem. Help me understand what is taking place with that situation."

The best model is the family model. I have seven children and seven grandchildren, but I don't lead my grandchildren the same way I led my children. You have to make sure that you define the boundaries of your activity at each level of oversight. When I was a pastor, I rarely had less than 20 meetings a week. I would usually have meetings with my primary team; I'd meet with each of them every week for an hour (and a team meeting every week as well). Not once a month. I was consistent, and I think consistency is one of the keys to effective leadership.

But then I would meet with each of my second-tier leaders every four to six weeks. So, if I was doing 20 meetings a week, I could still meet with close to 60 leaders in a given two-month period. I was able to keep contact as a grandfather with those individuals, even though my primary fathering was with my core team. And then I could be a great grandfather to some of the people I was specifically interested in the next ring of leaders.

This helps us ensure that the generations we're producing are following the family model. If you're not up to 15-20 meetings a week, but you're doing 12, it's probably way more than you've been doing. It might look like this: Six of those are with your core team members on a weekly basis, and the remaining six meetings are with other members of your church that you're developing who are also worthy of your time because they're serving at a higher level (secondary team leaders).

Team Meeting Format

We need to have a lot of meetings, so make them count. Always have a purpose to every meeting, an agenda that's clear. Here's an overview of what a team meeting might look like.

- **Begin with worship and prayer.** You always want to make sure it's not just a business meeting, but there's good, ample prayer time with your team and that you're waiting on the Lord for prophetic. You want to make sure you're hearing from God together.
- Then **celebrate the successes:** Set aside 10 to 15 minutes for testimonies.
- Then **cast some vision:** Take maybe five to ten minutes to talk about what the outcome you're working towards and why you are doing it. Ministry has huge challenges and a lot of pain, so it's vital to help people have some purpose to the pain.

- And then **review your goals** and you update on progress in terms of what we're seeking to focus on during this season of our church. Spend maybe 10-15 minutes with that. You troubleshoot, problems, and you make decisions together and who is going to do what. Get clarity. Then **assign responsibilities and accountability** for the goals.
- And finally, **pray for one another**.

That would be a good set of typical factors to have in a great team meeting. And you could do this in an hour, but you have to be disciplined, probably, I'd say an hour and a half.

Also, don't forget to schedule some fun and family times occasionally, team retreats, parties, etc. All work and no play makes for burnout.

Leader Ratios

You have to have enough leaders to support the members. Here are some rough numbers that will be helpful as you plan. Remember to always target to develop more leaders and workers than the guidelines call for because you will lose people on a regular basis to moving, illness, etc.

- 1:10 ratio of leaders to attenders.
- 1:3 ratio of leaders to workers. The workers and the leader form a basic team.
- 1:3-5 ratio of Overseers to leaders. Target 1:5 but as with all of these numbers, it depends on the people.

Fundamentally you have two primary areas to develop leaders: Small Groups & Ministry Departments

- Below 30 members develop your workers.
- At 30 members you need 3 leaders and 9 workers, 2-3 small groups.
- At 70 members you need 7 leaders, 21 workers, 5 small groups.
- At 150 members you need 3 LOLs, 15 leaders, 45 workers, 10 small groups.

Key: Focus on training your primary team to develop other leaders.

200 Member Leadership Structure

When you reach around 200 church members, if you are developing leaders, you'll have enough leaders and enough budget to support the following (these are not absolutes, but guidelines).

- 1 Senior Pastor (paid) (If both are leading, pay the spouse accordingly. Don't try to get a 2 for 1 deal.)
- 1 Associate Pastor (paid)
- 1 half to full time Church Admin / Receptionist (paid)
- Children's church leader, worship leader (paid a stipend, not full time unless they have other responsibilities)
- 5-7 Overseers (volunteer) (This is your Core Team) who oversee up to 5 Leaders each. 1:3-5 ratio
- 25 Leaders (volunteer) being overseen by the overseers, and these leaders are leading up to 15 small groups and up to 10 Department Leaders 1:10 ratio of leaders to members
- 75-100 workers

So roughly 50%, a third to a half of your church will be workers that are being developed under leaders. And some of those will eventually become leaders, and some of these leaders will eventually become overseers. When you have this structure in place, you're going to have a dynamically, organically growing church. Of course, "life happens," so there are always unforeseen challenges that come our way, which is why it's important to build relationships, because in the end, that's really what matters.

Church Government

Types of Church Government

There's always politics, right? Yes. Churches are collections of people with purpose so there is always some form of government. We know that there are many variations on church government but there are three basic types.

Episcopal: This is top-down leadership with a single leader with almost total power over the congregation; a bishop (episkopos = over-seer) is over multiple churches. We see this in the Catholic and Episcopal churches, but also in many independent churches.

Presbyterian: These churches have a board of elders (presbyters) elected by the congregation, they approve the installation of the pastor, they have the power to organize new congregations, merge or divide congregations and dissolve a congregation, all done in consultation with the members of the congregation. We see this in the Presbyterian churches and some independent churches.

Congregational: In this form of government, the congregation nominates and elects the pastor, they can fire him. Some have elder boards. This is very common in Baptist and Congregational churches and various independent churches.

Even though Scripture has some allowance for each of these styles of leadership, I prefer a hybrid between Episcopal and Presbyterian. There are elders with a lead elder (aka senior pastor or lead pastor) who has the primary authority but who works with the other elders through proposal and consensus to lead. There is usually a separate governmental board that has legal authority.

The team functions like a football team. They have a quarterback and they have coaches on the side of that are also calling plays. But there's headship on the field with the quarterback; you have this in most team sports: every team dynamic is that you have a good team of people that all have defined roles. And every role is important, but they also exist under the leadership of, let's call it a ruling elder, because that's the term the Scripture uses sometimes. Or use lead elder, senior leader or senior pastor.

Our Model of Church Boards

The **church governmental board** is responsible for the legal and governmental aspects of the church corporation, necessary to create and maintain your legal status (in the USA it's usually a 501c-3). That means that they oversee finances, facility purchases, property, governmental regulations, insurance, etc. Their minimum requirement is to meet once a year, and it's common to meet up to four times a year. It functions under the leadership of the pastor, and the pastor should be on the board. Depending on denominational requirements, if applicable, the board would consist of 5 to 7 members with an equal mix of staff and marketplace people.

Apostolic oversight and accountability is crucial. We've all known of churches where authoritarian leaders abused their position and had no accountability. If it's not built into your network or denominational structure, you should find one or more outside leaders to be on the governmental board; these should be people you respect and you're relationally connected to, and who aren't in the church. They will provide some accountability for you, they provide a way for grievances in the congregation to be addressed, and they should act as a mentor to you and the other board members.

But the **governmental board is not your overseer or elder board**, even if some members are on both. Your overseer team are giving pastoral care and spiritual guidance to the church. In addition to the personal meetings, they need to do to develop leaders and oversee ministries, and you need to meet with them as a team much more regularly. If you're making the shift we're talking about, meet three or four times a month initially, and then maybe meet once every other week, but I wouldn't go any less than that.

Review

Questions

1. Who should be in your primary team?
2. Who should be in your secondary team?
3. What's the difference between a worker and a leader?
4. What is concentricity?
5. Once you finalize your ministry plan, you should never change it. True or False? Why?
6. What are the elements of team health?
7. How do you lead by proposal and consensus?

Answers

1. Your main 3-7 main leaders, called overseers or elders.
2. Small group leaders, department heads, ministry team leaders.
3. A worker works in the presence of their leader, a leader leads in the absence of their leader.
4. Concentricity means concentric rings of involvement, responsibility and access. Jesus had Peter, James and John in his inner circle, then the 9 other apostles, then the 70, etc. We need to have a similar structure. You spend the most time and energy on the inner ring, developing them and helping them develop the next ring.
5. False. Things change and your plan will need to change at times. Change it as many times and as often as needed, but each time you have to get everyone on the same page, following the agreed upon plan. Otherwise, you'll have a mess.
6. Vision, goals, reward, support, feedback.
7. You get the vision from the Lord and create the basic plan. You bring that as a proposal to the team. You discuss and get feedback and modify the plan as needed and get consensus, then proceed.

9. Team Development

10. Small Groups

The Purpose of Small Groups

Why Small Groups?

From a sociological perspective, we do small groups because people need connection and community, and so they gravitate towards small groups with a shared purpose or activity. Also, humans develop in families, which are small groups, so that's what we're used to. Jesus said wherever two or three are gathered in his name, He is there in their midst; that's a very small group. And Jesus had his own small group – more on that later. And the writer of the book of Hebrews admonishes us to not stop meeting together. There are many reasons to have small groups. **We think they are absolutely essential to a healthy church.**

Development of our Small Group Model

I've been doing small groups since the mid-1970s. The initial model we had was called “Church in the Home,” inspired by Robert Coleman's book about making disciples. But we unintentionally made it a pastoral focus. I understand: We want to connect people. We want to build community. People are crying out for a greater degree of connection and pastoral care...so we give them a small group...

Then we started reading David Yonggi Cho's book on cell groups in Korea (the largest single church in the world, almost 500,000 members) and we implemented some of that. We looked at Ralph Neighbour's work on cell groups in Singapore. When I started working with John Wimber in the Vineyard, we did kinship groups for years in San Francisco. Then after that, we started looking at more intentional groups like the Church Planting Movements (CPM) and Disciple Making Movements (DMM). I then got involved for several years with the G-12 movement birthed in the amazing revival in Argentina.

I've created a synthesis of different small group models, and the model we want to present to you we call “**apostolic small groups.**” It's not primarily dedicated to building care and community, but It's primarily dedicated to fathering sons and daughters into full maturity in Christ so they can reproduce themselves. In fact, our model would be somewhat similar to the G-12 model, but it's built on a different foundation. It's not built on the foundation of factory; it's built on the foundation of family.

As Ralph neighbor said, the church has two wings: 1) they met publically (large group) and 2) they met from house-to-house (small group). We used to have some chickens years ago, great for fresh eggs. When you want to keep a bird from flying out of the coop, you trim one side of their wings, because then they fly in circles, and they land right where they started from. Well, the modern church is trying to fly with one of its wings clipped. We put most of our time, energy, money, and talent into having a great Sunday morning service, and the result is we get a great Sunday morning service (meeting publically). But without a powerful small group ministry (meeting house-to-house) you get a bird with one wing clipped. Both are important.

Make Small Groups Apostolic

Our goal is to have churches that prioritize development, which is just another way to view discipleship. We believe small groups with personal interaction are the primary vehicle for developing people, if you do them correctly. The problem is most small groups are based on a Bible study model, or a care group model. Neither of these are structured intentionally for development. Bible studies are great for teaching but the result is mostly information download not development. Care groups are great for connection and fellowship but the result is often an inward-looking group and without development and application.

They're a great place for people to gather, have a meal periodically, get some teaching, do some worship, and minister a bit to one another. All those things are good, **but without intentional development, little actual discipleship is taking place.** The pastoral small group is a good thing but it's not maximizing the purpose of a small group. If you can build apostolic small groups, that's where the shift can take place.

There has to be a smaller unit called a **family**, and that's what the small group is, if it's done correctly. It's a place where sons and daughters can be raised up into the full maturity in Christ in the context of a family gathering and lifestyle. The pastoral gift is focused on caring and keeping. We want to move beyond that to an apostolic focus of training and sending. And family is about developing spiritual children into mature adults that reproduce.

Small Groups in the New Testament

Jesus Had a Small Group

“Now it came to pass, afterward, that He went through every city and village, preaching and bringing the glad tidings of the kingdom of God. And the twelve were with Him, 2 and certain women who had been healed of evil spirits and infirmities—Mary called Magdalene, out of whom had come seven demons, 3 and Joanna the wife of Chuza, Herod’s steward, and Susanna, and many others who provided for [c]Him from their substance.” Luke 8:1-3

“Then He called His twelve disciples together and gave them power and authority over all demons, and to cure diseases. 2 He sent them to preach the kingdom of God and to heal the sick.” Luke 9:1-2

“After these things the Lord appointed seventy others also, and sent them two by two before His face into every city and place where He Himself was about to go. 2 Then He said to them, ‘The harvest truly is great, but the laborers are few; therefore pray the Lord of the harvest to send out laborers into His harvest. 3 Go your way; behold, I send you out as lambs among wolves. 4 Carry neither money bag, knapsack, nor sandals; and greet no one along the road. 5 But whatever house you enter, first say, ‘Peace to this house.’ 6 And if a son of peace is there, your peace will rest on it; if not, it will return to you. 7 And remain in the same house, eating and drinking such things as they give, for the laborer is worthy of his wages. Do not go from house to house. 8 Whatever city you enter, and they receive you, eat such things as are set before you. 9 And heal the sick there, and say to them, ‘The kingdom of God has come near to you.’” Luke 10:1-9

The church that Jesus built was a small group. It was basically a training group in which over several years he molded twelve farmers, fishermen, tax collectors and zealots into disciples. And then he sent them out to start something similar. And then he did the same with 70 other people. He preached and taught and healed thousands in large group meetings. He went to parties and he cast out demons from people. But the majority of his time, energy and focus was on a small group. You see this in Luke 8. Then in Luke 9 he takes the twelve and ordains them and sends them out, and then in Luke 10, he sends out the 70.

He had various levels of **concentricity** as he was raising up men and women to represent him in the world. He worked with them personally. Some of it in small groups, and some of it in individual conversations as they walked from Galilee to Jerusalem and back. Jesus mostly taught his people using an apprenticeship model. He would throw them into a situation, he would get them functioning, and then he would explain to them what he was doing with them: He showed them, he helped them do it. He let them do it on their own, and then he would feed back with him afterwards about what they experienced. You can see that when the 70 come back from having cast out demons and healed the sick, they said, wow, even the demons are subject to us in your name. And he had this interaction with them in Luke 10:17 through 20

or so. So again, Jesus would thrust them in a ministry and he'd explain later. He used a show-and-tell training model. We get that backwards in our modern church because of our Greek influence.

We think if we sit somebody in a **classroom** and fill them with information, we've actually trained them. We have not trained them; we've simply given them instructions. Training takes place in the **doing**, not so much in the **impartation** of information. Now, both are important. I still recommend having classroom time with your people, but make sure your classroom is not a substitute for actual apprenticeship. He did life on life with his disciples. He focused on the 12, but he especially focused on the three (Peter, James and John) he pulled out of the 12 to be part of his core group, and he brought them on the Mount of Transfiguration. He had them in the room when he raised the little girl from the dead. This became the framework or the strategy that Jesus used to build the church.

The Early Church

"42 And they continued steadfastly in the apostles' doctrine and fellowship, in the breaking of bread, and in prayers. 43 Then fear came upon every soul, and many wonders and signs were done through the apostles. 44 Now all who believed were together, and had all things in common, 45 and sold their possessions and goods, and divided them among all, as anyone had need.

46 So continuing daily with one accord in the temple, and breaking bread from house to house, they ate their food with gladness and simplicity of heart, 47 praising God and having favor with all the people. And the Lord added to the church daily those who were being saved." Acts 2:42-47

The new church was formed around a similar principle of apostolic development. Peter preaches and 3,000 people came to the Lord. But then in verse 42 he goes into laying the foundation for a kingdom culture:

- **Teaching:** "They continued in the apostles teaching or doctrine. We have to teach people the truth. But with application.
- **Fellowship:** The Greek is *koinonia*—this deep intimate interaction with one another.
- **Breaking of bread:** This was their small group model. They would have a meal at somebody's house, and that time would include prayer and worship and ministry to one another. They broke bread together. It wasn't just this little tiny cup with a little wafer of tasteless bread. It was actually a meal, a love feast. It was what it was called in the Scripture, breaking of bread.
- **Prayers:** They would pray together, and I'm sure it was not a perfunctory 30 second prayer.

Fear came upon everyone as signs and wonders were done by the apostles. They operated in tremendous generosity: They sold their possessions and blessed one another financially. Then in verse 46, we see they continued daily with one accord in the temple, which was the larger public meeting. They met from house to house. And it says this that the Lord added daily, such as should be saved. So, the model of the early church was facilitated by the larger public meeting where they heard the apostles preach, and the smaller gatherings in homes where everyone ministered to one another.

Paul: Publically and House to House

"...how I did not shrink from declaring to you anything that was profitable, and teaching you publicly and from house to house," Acts 20:20.

- **Publically:** Large celebration meeting (Sunday); great for teaching, worship, vision. It's your "tribe."
- **House to House:** Small groups; great for connection, care, AND personal and leadership development. It's your "family."

The key is to make the small groups apostolic (train and send). The team needs to lead great meetings AND do people development by personal meetings, and raise up new team members.

Paul expressed the same approach in Acts 20:20. Here Paul meets with the Ephesian elders and says, “*how I kept back nothing that was helpful, but proclaimed it to you, and taught you publicly and from house to house,*”. Paul did both, he preached to crowds, but he also spent time in house gatherings. It's really crazy how when we think of, well, what is an apostle? The first image that comes to our mind is somebody holding a microphone on a stage in front of a thousand people.

But this apostle, the Apostle Paul, spent time in house gatherings. In 1 Cor. 12 and 14, Paul talks about ministering to each other in a small group. He wanted to impact people deeply. He wanted to be part of that visceral, organic kind of interaction that happens not in a large public meeting, but in this intimate kind of house to house gathering. He gathered publicly, which we call your **tribal** gathering. Where we sing our tribal songs, we do our tribal dances, we hear from our tribal leaders, and we get our tribal momentum going. But if that's all your church experience is, that will not be a **family**. You will not be a son and daughter. You're going to be an orphan in an orphanage. If it's only the collective that's raising the sons and daughters, you're not going to be actually maturing in Christ.

There needs to be a more intimate, a more personal dynamic where true spiritual mothers and fathers who have been raised up by the tribal chief, where those mothers and fathers can actually be in your life, processing with you. Doing family with you on a personal level and then raising you up to do the same thing to others. That that is the maximum value of small groups in our generation. The key is to make small groups more apostolic. In other words, we want to make them about training and sending, and they become destiny incubators to develop people.

The “One Another” Verses

There are at least 48 “one another” verses in the NT for believers. For the most part, these can only be experienced or applied in small group or individual settings, **not in large groups**. These are about the mutual ministry that we have to one another. And this mutual ministry means that Christ is in me and I activate my gifting to bless you, and you activate your gifting to bless me, so that we really experience what it means to be a body. I'll just point out a few. Be at peace with one another. Don't grumble against one another. Be of the same mind with one another. Accept one another. Now, let me ask you a question. How much one-another ministry happens on a Sunday morning? Very little. “Say hello to the person next to them and say, you look great!” “Go ahead and lay hands on your neighbor and pray for them for 30 seconds” “Let's have somebody come forward and we're going to pray for them in the front of the stage.” Those are good things, but that's not going to make a disciple and that's not real koinonia.

We want healings and all those kinds of amazing things. When you pray silently and from a distance for one another with your eyes closed and you pray, “Lord, heal their back, or heal their heart or whatever,” that's great. But, in reality, you're not getting into each other's lives. You're not actually being iron sharpening iron. You're not actually developing one another through this dynamic relationship of one-another ministry. There are a ton of verses here. I would encourage you to preach on these at least two months out of every year. Talk about how to minister to one another because we want to create the environment where that dynamic of development is happening on the most organic level, the least contrived level. And as people minister to one another, they start to actually discover and understand their own spiritual gifting and start to grow in that gifting.

Unity

One third deal with the unity of the church.

- Be at peace with one another (Mark 9:50)
- Don't grumble among one another (John 6:43)
- Be of the same mind with one another (Rom 12:16, 15:5)
- Accept one another (Rom 15:7)
- Don't bite, devour, and consume one another (Gal 5:15)
- Don't boastfully challenge or envy one another (Gal 5:26).
- Gently, patiently tolerate one another (Eph 4:2)
- Be kind, tender-hearted, and forgiving to one another (Eph 4:32)
- Bear with and forgive one another (Col 3:13)
- Seek good for one another, and don't repay evil for evil (1 Thess 5:15)
- Don't complain against one another (Jas 4:11, 5:9)
- Confess sins to one another (Jas 5:16)
- Agree with one another (2 Cor 13:11)

Love

One third of them instruct Christians to love one another.

- Love one another (Jn 13:34, 15:12, 17; Rom 13:8; 1 Thess 3:12, 4:9; 1 Pet 1:22; 1 Jn 3:11, 4:7, 11; 2 Jn 1:5)
- Through love, serve one another (Gal 5:13)
- Tolerate one another in love (Eph 4:2)
- Be devoted to one another in love (Rom 12:10)

Humility

About 15% stress an attitude of humility and deference among believers.

- Give preference to one another in honor (Rom 12:10)
- Regard one another as more important than yourselves (Phil 2:3)
- Serve one another (Gal 5:13)
- Wash one another's feet (John 13:14)
- Don't be haughty: be of the same mind (Rom 12:16)
- Be subject to one another (Eph 5:21)
- Clothe yourselves in humility toward one another (1 Pet 5:5)

Others – Comfort, Pray, etc.

Here's the rest:

- Do not judge one another, and don't put a stumbling block in a brother's way (Ro 14:13)
- Greet one another with a kiss (Rom 16:16; 1 Co 16:20; 2 Co 13:12; 1 Pet 5:14)
- Bear one another's burdens (Gal 6:2)
- Speak truth to one another (Eph 4:25)
- Don't lie to one another (Col 3:9)
- Comfort one another concerning the resurrection (1 Thess 4:18)
- Encourage and build up one another (1 Thess 5:11)
- Stimulate one another to love and good deeds (Heb 10:24)
- Pray for one another (Jas 5:16)
- Be hospitable to one another (1 Pet 4:9)

From the Overview Bible: <https://overviewbible.com/one-another-infographic/>

Small Group Model

Small Group vs. Large Group

The large group meeting is your “tribe.” The tribal chief speaks, you do your tribal dances and songs, the tribe celebrates. It's great for momentum, vision casting, teaching and celebration. There is a special power and presence when the entire tribe comes together. But it's not great for individual development.

Some house church movements have rejected the large public meeting. I don't recommend that you stop your large group meeting. It has many benefits, and you can do it with a few of hours of preparation. And it's another point of connection between people in which we can communicate the vision and build culture through celebration.

The small group meetings are your “family.” That's why we need small groups; they are the family gathering. That's the place where a small number enables relationship. Individuals can know one another and can be known. The leaders can focus on developing group members; the small group environment is ideal for people to begin to use their gifts and serve. But the real issue there is that we can personally identify these individuals, find out that they're gifting, and then develop them into positions of leadership so they can actually become the leaders of the next generation of small groups.

Basic pastoral care can take place as the body ministers to itself in that organic environment. But the real issue here, and what we really want to underscore, is that your infrastructure development can be enhanced by your small groups as the most effective way of training leaders. You still need leadership classes. You still need leaders to be trained within the context of their departmental ministries such as Sunday morning worship team, children's ministry, youth ministry, greeters and ushers; all those different ministries are good and helpful. And you can actually train leaders within those ministries. But the **primary** place where leaders can be trained effectively is in your **small groups**. Both are important but distinct; don't let the small groups become mini versions of the large group.

Small Group Model Summary

This small group model has multiple purposes: community, individual development, mobilization for ministry, evangelism, leadership development, Bible study, pastoral care, and multiplication of the groups. All these things can be done and done best through small groups! but the focus must be about development.

Here is a summary of the model. I'll give explanation after this summary.

- Launch with 10-12+ people, multiply at 15-25.
- The team has five people, representing the quintessential fivefold ministry: Group Leader, Worship Leader, Outreach Worker, Host, Growth Coach.
- The first three months the group goes through the Destiny Finder material.
- Meet for seven to nine months (If you want to develop leaders from within the group).

The team has two jobs:

- The team leads great meetings.
- The team develops people: They personally facilitates individuals pursuing their destiny and calling by mentoring them through individual meetings and phone calls. Service is the vehicle for development so as people serve, opportunities arise for growth.

The team uses the **Identify-Recruit-Train-Launch-Support (IRTLS) model** to develop new leaders:

- They personally **Identify**, and **Recruit** assistant leaders.
- They **Train** assistants by “on the job” training using the apprenticeship model; these assistants will lead a new group in the next generation.
- The group reaches new people through **relational evangelism**.
- As the group grows and as the assistants get trained, it can multiply; the former assistants are now **Launched** to lead new groups.
- The original team leader and Overseer continue to **Support** the new team.

Group Life Cycle: Short and Extended

Short vs Extended Models

We realize that the current trend in small groups is to go shorter and shorter; from 12 weeks to 8 weeks, now down to 6 and 4-week durations. They are generally **topical** groups, meaning the group studies a topic such as Boundaries, or 1 John, or Women in the Bible, or Spiritual Gifts. Those are ALL great topics. But our people are getting more and more information without much application. There is usually no intentional plan or process to develop people and the result is we’re not doing a very good job of making disciples.

We prefer longer small groups, around nine months with a break of a 2-3 months for summer, etc. and then the groups multiply and launch anew. We call this the Extended Model.

Why so long? For one, it takes time to develop people, especially if they have no previous ministry experience or are new believers. Another reason is it takes time to go deeper in relationship. In four or six weeks, one can scarcely begin to remember people’s names, and you’re still in your “honeymoon” with people. People don’t let down your guard and open up and share about personal issues immediately. It takes two or three months to start to get to know each other and build trust, and only then can a leader start to raise discipleship questions. We know this is a huge shift from modern church culture, but, as with developing a great physical family, there is no substitute for significant time spent together.

Our main goal is to see the disciples made and leaders trained. You can’t do that in a topical study where you’re just going for six or eight weeks. The *Destiny Finder Small Group Program* has eight sessions, and we have an Extended Model.

Activities That Happen in Both Models

The team leads great meetings. Also, they invite the Holy Spirit, creating a spiritual dynamic, the spark of the meeting, the fire from the presence and power of God that makes it special.

The team develops members as disciples. Make sure your leaders understand that the primary purpose of the meeting is not to have a great meeting, but to provide a context for people development because that’s discipleship. The team meets with people individually as they can, using the *Destiny Finder* approach. As the members progress, they will begin to volunteer for service.

Members begin to interact with their Sphere of Influence (SOI) doing relational evangelism (see next chapter). The group does a monthly “bridge” event (party, dinner, service project, etc.) designed to facilitate interaction with member’s SOIs. The members minister to each other and this is the primary way pastoral care happens.

Short Model Lifecycle

Months 1-3 (Short Model)

- The team leads the weekly group meeting, and takes everyone through the Destiny Finder material.
- The group gets to know each other, building relationships in the group.
- The activities listed in the first section take place for the duration (development, relational evangelism, monthly events, body ministry).
- If you are do the short version of the model, it will take a minimum of eight weeks to go through the eight videos, but it will most likely take 10-12 weeks due to holidays, church events, etc. Also, there is a lot to process so groups often stretch Chapters five and six to two weeks each.
- If you decide to do the extended model (to develop leaders from within), which we recommend, continue on.

Extended Model Lifecycle

Months 1-3

- As in the Short Model, the team continues to lead great weekly meetings, the group continues building relationship, and the group does regular activities, with the following addition:
- The five team members use the **IRTLS model** to develop leaders. This is the key difference, and it can only happen because of the extended time. During the first few months they start **identifying** potential leaders, taking note of people's results from the Destiny Finder assessments, and observing and interacting with them.
- The team leader presents the vision for development, evangelism, and multiplication.

Months 4-6

- The weekly meeting continues. After finishing the Destiny Finder material, the group uses other curriculum for the weekly group teaching. You could do almost any type of study as long as it's biblical and in line with your church vision, because the meeting is only the tip of the iceberg.
- The team continues to develop (disciple) the others using the Destiny Finder approach.
- The team begins to **recruit** and **training** assistants.
- The team starts to train their assistants on-the-job using the apprenticeship model, and over time the assistants take on more responsibility.
- The team continues to meet individually with their assistants and with the other members to develop them into their destiny and mobilizing for service.
- The team leader continues to present the vision, focusing on evangelism and multiplication.

Months 7-9

- The weekly meeting continues as before.
- The team continues **training** assistants on-the-job using the apprenticeship model, now having the assistants taking on more and more responsibility and fulfilling the role themselves.
- The team continues to meet with people individually to develop them into their destiny and mobilizing for service.
- The team leader prepares the group to multiply after the break.

Months 10-12

- Break, prepare for **launch** of new groups

Following year

- The previous team launches a new group (some members will stay, some may change groups), and the new team launches a new group. Or team members can be matched up with some of the previous leaders to form the new teams.
- The leaders **support** the assistants they trained, who are now part of new teams or leading new groups. The overseer for the original team now supports both teams.

Do People Go Through Destiny Finder More Than Once?

If we're going to multiply groups, and repeat the process, then people will go through Destiny Finder more than once. People sometimes say, well, doesn't that get boring to go through it again? We recommend that people go through it three times:

- The first time as a receiver.
- The second time on the team, acting as a coach to others.
- The third time they could be the primary leader, and they would be leading the team and possibly doing some teaching.

When you have to teach something to others, that's when you really learn it, rather than have it done to you. And so, we recommend that they do it three times. And especially if they're adding new people to the groups; it does get boring if you're not adding new people. If it's just the same old content with the same old people, it's going to get boring. But if you have new sons and daughters in the room that you're leading through this process, and they get the AHA moment, the lights go on, that's powerful. And you get the joy of actually participating with their revelation moments rather than your own.

Group Wants to Stay Together and Not Multiply

What if the group wants to stay together because they have built this incredible friendship? The primary leader and outreach worker need to continually promote the vision to reach new people. The tendency of people in groups, especially doing Destiny Finder and experiencing real koinonia, is to think, "I've found my people, they love me and love them. I just want to stay with them forever." I get it. We all feel that way.

I would challenge that desire. I would say, "You know what, we understand that you want to stay together with the same people, but you're going to have forever together in heaven. But right now, there are new people that need to be reached on Earth. Would you be willing to sacrifice some of that intimacy of that relationship you guys have built to be able to make room for new people?" We have to call them back to the vision. Now in rare cases I allowed them to go for a second year together as a group. But generally, beyond the second year, I would say, "We're going to shut down this group, or we're going to multiply because we want to be actually reaching the lost."

Group Size

Large Small Groups

We prefer larger small groups of around 15 to 20. Some say no, a small group should multiply at twelve and restart at six, and then grow and multiply at twelve again and repeat. I understand why they like smaller groups because sociological studies say with over twelve people somebody shuts down.

The Answer: Use Smaller Clusters (Mini-Groups)

The larger group does make it challenging for intimacy, but we deal with that issue by breaking down into "clusters" of three or four (but not five) for times of sharing, ministry and prayer. Do that often, at least every other week if not three weeks out of four. And you can make some to be same-gender clusters where women can meet with women, and men with men, and they can share their hearts and pray for one another.

Why Larger?

In modern Western culture there is the issue of privacy. One of the advantages to a larger group is anonymity. If somebody is visiting your group, especially for the first time, they may want to be anonymous and not have the spotlight on them. It's hard to be in a group of six people and not have with the spotlight on you. They may want to just sit in the corner and not participate, examine what's going on, become familiar and then participate later.

I also like larger small groups because there are more opportunities for people to learn and start to use their gifts within a smaller group with less pressure. And it provides an opportunity to have a team of five that represent the quintessential ministry gifts that we've shown are so important; it provides enough people for the team to recruit assistants.

But I think also there's a greater dynamic with a larger group. When you have a group of ten to twelve to start, or more, it has more energy, it's a bit more exciting and full of potential. And practically speaking, in any given week you may have a couple of people out due to illness or work or kids, and so if you start with eight and lose two to the flu, you only have six...and there is a very different dynamic with six than sixteen. One more reason is that single people have an easier time find that "special someone" in a larger group.

Open Group – Add New People Continually

I know the trend is to make groups closed. But if you're going to reach new people and grow the group so that it multiplies, it's better to keep them open. It is more challenging, but I think it's worth it. When new people visit the group, one of the leaders, usually the growth coach, can pull those new people aside and meet with them and help them navigate being new to the group. That person or one of the other team members could arrange to meet with them during the week.

Team

Team Roles

Overview

Our team makeup is one of the distinctives of our small group model. It's a team of five people representing the five quintessential ministry gifts of Eph 4:7-16. Ministry is distributed and it provides a lot of opportunity for people to grow.

- Small group leader (Apostolic)
- Worship leader and prayer (Prophetic)
- Outreach worker (Evangelistic)
- Host, pastoral care (Pastoral)
- Growth coach, training, discipling (Teaching)
- Assistant group leader; one of the other four is also the assistant leader.

NOTE: The roles do not require extensive training or specialization. We believe that almost anyone can do any of these roles even if it's not their primary ministry gift. In fact, it's very helpful to have people serve in roles that stretch them and give them an appreciation for other roles and gifts. Military teams have a medic, but the rest of the team gets basic training in first aid so that each can perform basic functions. The focus is on function and fruit, not position and title. The main goal is equipping others (Eph. 4:12).

Small Group Leader

Apostolic/Builder - Providing apostolic leadership and oversight.

Responsibilities:

- Reproduction: developing new small group leaders.
- Assist and support overall vision of the church.
- Oversight of development and direction of group.
- Develop and direct other leaders in the team.
- Facilitate every-member development and ministry.
- Lead powerful small group gatherings.
- They are the primary teacher for the group.
- Connect with the overseer responsible for their group.

Worship Leader

Prophetic/Revealer - Facilitating a prophetic atmosphere in the group.

Responsibilities:

- Reproduction: developing new worship leaders.
- Assist and support the Small Group Leader.
- Lead worship and help direct ministry times and prayer.
- Help facilitate spiritual gift development in the group.
- Periodic teaching and celebration coordination.
- Connect with church-wide worship/prophetic community.

Outreach Worker

Evangelistic/Recruiter: Encouraging corporate and individual outreach and enfolding.

Responsibilities:

- Reproduction: developing new Outreach Workers.
- Assist and support the Small Group Leader.
- Support each individual in personal evangelism.
- Coordinate periodic outreach events.
- Teach and lead prayer time for friends and neighbors (SOI).
- Connect with church-wide outreach leader and events.

Host

Pastoral/Connector: Fostering pastoral and relational connection.

Responsibilities:

- Reproduction: developing new small group Hosts.
- Assist and support the Small Group Leader.
- Oversight of the small group home environment; host the meeting.
- Hospitality –welcome and follow-up of new people.
- Teach and lead members into deeper community.
- Organize special events, dinners, parties, meals for needy members.
- Connect with church-wide pastoral leader and community events.

Growth Coach

Teaching/Trainer: Overseeing the enfolding and discipleship of new members.

Responsibilities:

- Reproduction: developing new Growth Coaches.
- Assist and support the Small Group Leader.
- Teach material as needed.
- Help new-transfer members catch up with the group.
- Help new believers understand the biblical basics.
- Help to disciple all members as needed.
- Connects with new people that show up.
- Connect with church-wide teaching leader and teaching events.

Team Purpose: Lead Meetings AND Develop People

Did you know that only about 15% of an iceberg in the ocean is visible above the water? Leaders need to lead **great meetings AND develop people** into spiritual maturity. The emphasis on training leaders and developing people is important., but we still want great small group meeting. If you have lame meetings, people won't come. If you want to have people come and be developed, first of all, you have to have a great meeting, and we'll cover that later. But the meeting is the 15% of the iceberg. It's what you see.

But more important is the people development that is taking place continually. It's the stuff that is less visible. The infrastructure development that happens beneath the surface is where the true value of a small group can be realized. If you look at First Corinthians 12 and 14, Paul talks about this idea of ministering to each other, sharing teachings, prophecies, songs, etc. There's a dynamic of interrelationship we see there. But it's unto a developmental process in which we raise up world changers to transform the world, and the small group becomes an incubator for each person's destiny.

Meeting Format

Here are some format possibilities for you. Don't get too hung up on the actual structure, and modify it as needed for your environment. I think it's difficult to do a great meeting in less than two hours but you'll need to adapt to your situation.

Meet Weekly or at Least Three Times a Month

I know... everyone is too busy. Meeting weekly is a challenge. But it's necessary to build momentum and have continuity. If you meet every two weeks, and if someone misses one meeting, they have effectively missed a month. That makes it difficult to build community. You can follow a model of meeting three times a month in a row, and the fourth week is either a special event for everyone such as a party, or the regular members are off and the leaders meet.

Look, people will find time for what they want to do. I have friends who play Pickleball, or go dancing, or they eat out three and four times a week. They are all too busy but they find the time. Remember that saying: *"Vision is the fuel for motivation and motivation is the engine for change."* If people have a compelling enough vision, they will be motivated, and if motivated, they will find the time, spend the money, and make the effort. The key is to help people connect with their calling and then they will be motivated powerfully from within.

Two Hour Format

- • 20 min Intro and Worship.
- • 5-10 min Short Teaching. One of the team members shares.
- • 20 min Main Teaching; live or video. Primary Leader usually does live teaching, although if you have a Growth Coach (Trainer) who is really good, he or she could do it.
- • 5-15 min Personal Self Study. This is optional and depends on the curriculum.
- • 20 min Clusters of 3-4 Discuss the topic. Occasionally do large group discussion.
- • 15 min Clusters Pray for each other.
- • 10 min Other Ministry.
- • 10 min Group Prayer or activity.

90 Minute Format

- • 20 min Intro and Worship.
- • 10 min Short Teaching. Team member shares.
- • 20 min Main Teaching; live or video.
- • 20 min Clusters of 3-4 Discuss the topic. Occasionally do large group discussion.
- • 15 min Clusters- Pray for each other.
- • 5 min Group Prayer or activity.

Prioritize Sharing in Clusters

The meeting format may not look too different from groups you've done before. One of the differences and most important things is to have significant time for people to share with each. Make sure you're not doing a "mini" version of the large group. This is one of the essential benefits of the small group – people experience community. You can't do that on Sunday morning. You do this by breaking down into "clusters" which are groups of three or four, to enable people to discuss, connect, and pray for each other (more than a 30-second prayer – they can really minister to each other).

Not five people! Three or four. Why? Because once you get to five or more, what tends to happen is one or two of those people will tend to dominate, and others who are not bold or outgoing, won't get a chance to share very much.

Start and Stop on Time

It's important to start and stop on time, although this may be very challenging based on your culture. But what happens, and I'm sure you all have seen this, is if a few people are late, you wait for them and the group starts 15-20 min late. Then in order to finish on time, you have to cut something else out. Then the next week it's worse because the people who came on time think, "it will start late, so I'll be late."

Or, let's say the meeting is set for 7-9 PM and you get to the end, and you're doing some prayer and worship, and the Holy Spirit is moving. And you (the Primary Leader) say, "We're going to keep worshipping for a while and see what the Lord does. If you need to leave, feel free. God bless you."

What happens is this: The people who have baby sitters waiting at home with their kids, or have other commitments, feel awkward about getting up in the middle of the group and getting their stuff and walking out. So, they stay, feeling torn between going and staying. And maybe it is awesome. But next week, on the day of the meeting those people think, "Wow, last week was great but we went until 10:30 PM and got home so late, and the kids were a mess the next morning... I think we better skip it this week."

So what do you do? When you get to the appointed stop time, respect it. If the Spirit is moving, He knows what to do. You could say something like this, "Wow, the Spirit is really moving now but we want to respect everyone's schedules, so we're going to take a short break. If you need to go, that's totally fine. We will see you next week. If you want to stay and worship and pray some more, we'll resume in a few minutes." That prevents the awkwardness but still allows for more ministry time.

If you go really long every time, you may have a powerful time but the meeting will be a different animal from what we are focusing on. Not bad but different. If you do that every week, it may be awesome, but it will probably not accomplish the development and multiplication we're after.

Development in the Small Group

Developing Individuals for Their Destiny

Leaders personally facilitate individuals in the meeting, pursuing their destiny and their calling, using the Destiny Finder approach and tools. This takes place as leaders meet individually with people to help them follow the Destiny Finder material and start to get involved in service, either as an assistant (see next section) or as part of a ministry team or department in the church.

Develop Assistants Using IRTLS

The small group team will use the **IRTLS** model (Identify, Recruit, Train, Launch, Support) to develop the new assistants to become leaders. The small group provides an excellent environment for that.

Identify

Look for Faithful, Available Teachable Reproducers (FATR). Example: You noticed that Jack picked up your guitar a couple of meetings and played some tunes. And he is really in to worship and seems to have some

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prophetic gifts. He also seems to have a good attitude and has been faithful to attend weekly. And going through Destiny Finder he said that his primary ministry gift is Revealer, which is prophetic. You pray about it and don't get any red flags so you go a step further to see if he's open to helping.

You talk to him after the meeting. "Hi Jack, I saw you pick up my guitar last week and play and you're pretty good. How would you like to help me with worship next week? Why don't you bring your guitar next week and play along with me? We're going to do three songs; I'll send you the songs." You see how he does without recruiting yet.

If he shows up and is ready to help and plays ok and seems to be interested and have a good attitude, do the same for a few weeks. And then three weeks after that, maybe you have to miss the meeting, and you ask Jack to lead the worship. Get feedback later about how Jack did. You're identifying them in the organic context of the meeting.

We also say that as long as you give a lot of support, you can raise people up faster. Therefore, when you are identifying potential leaders, cast a wide net. We don't want to be like a lot of churches where it's like this: "Well, you have to fold bulletins for seven years, and then we'll let you pass them out. And after you pass out bulletins for three more years, we'll let you fold chairs." So many believers are stagnating because they are not using their gifts. If you are willing to train, launch and support people adequately, you will be able to increase the potential leaders to work with.

Recruit

Then you personally recruit. You decide to recruit Jack as a worship leader assistant, and you say, "So Jack, we want to multiply the group a year from now and we need more people to be on the teams. We'll need another worship leader. How would you like to assist me and I'll train you to be a worship leader? I will meet with you regularly to mentor you, and we can also work on your destiny dream." (Clarify the offer and expectation.)

You're building development and delegation into the process, as part of the actual organic function of the small group, with every one of your leaders in the small group. According to our definition, the primary leader is a leader, and the rest of the team are workers. You have a worship worker (but they usually get called "worship leader" anyway), you have an outreach worker, you have a host who's your pastoral worker, and then you have a growth coach. For those team members, their first job, their top priority, is to find somebody to do the job with them – develop an assistant. Their second job is to help do great meetings.

Train

Training involves beginning a personal discipleship process with that person, raising them up into that function. They begin to train that assistant on the job, and there can be other training opportunities. You say to Jack, "I'll send you a song list. I'd like to meet and practice with you. What times are you available? Ok Sunday after service works at the building. Let's do the first four songs in our practice. And next week in our small group, I'll lead these three and you back me up. The following week I'll lead two and you'll lead one song -you're so good at that one song, why don't you lead it then?" And then you gradually have him lead more and you give feedback when you meet. I'm not opposed to classroom teaching but training is the better model for apprenticeship.

The group is growing by adding new people. Initially those will be new people from the church that they're drawing in, but eventually, as the group does relational evangelism, it'll be new believers or maybe some unsaved people that they're bringing in. All of our great models and practices will fall short in the end if we don't reach unsaved people and introduce them to Jesus.

As the group grows and as the assistants get trained, they have developed five more individuals who can actually do the job. The group continues until around nine months.

Launch

The overseer helps the team prepare to multiple and launch new groups. You can have the new team launch on their own, or mix and match the new assistants with the existing team, putting skilled mature people with less mature people. And then you form two new teams and you multiply, following the guidelines for launching new groups – see later in the chapter.

In the Northern Hemisphere we tend to follow the nine-month school year: starting in August or September, and going to sometime in June, and then we take a six to eight-week break. And then we launch the new groups in August or September with double the groups that we had before, because each of the groups did their job of training up a new leadership team to multiply. The small group is the family and it's the primary vehicle for multiplication. Not every group we had was able to multiply; some fail for various reasons. But with a lot of cultivation, we were able to multiply about 70% of them.

Support

Support means to monitor and nurture. It's one of the priorities of the Kingdom that is almost always neglected. When the group multiplies, the former assistants are now launched to lead new groups. And the previous leaders continue to support the new leaders – that means by meetings and phone calls they help the new leaders to continue to develop according to their calling. As they grow and multiply, some of those people that have been workers in the previous group will become the assistant leaders of the next group. And then after the third multiplication, they'll be the leader, and as those leaders are now leading, they will be looking to multiply and work with other people. We support the new leaders by raising up primary leaders who eventually become leaders of leaders or overseers.

Team Support

If you are leading a small group, you must support the team.

- Meet with your team as a group once every week for the first month or two, and then every other week, for training, vision, support, etc. Or meet before the main meeting.
- Do a developmental meeting with each team member individually every 2-4 weeks. One way is to meet prior to Sunday morning service, etc.
- Meet with your leader once every 2-4 weeks; that should be a developmental meeting for you.
- Do some kind of periodic meeting for all small group leaders and workers for training, vision, support and reward every 3-4 months.
- Schedule some fun time: bowling, parties, picnics, and recognition nights.

Key: Lots of hands-on ministry and interaction. Jesus spent 24/7 with his small group. We have to get as much quality time with our group and especially our team as possible. (See Team Health in Chapter 9.)

The Senior Pastor and Small Groups

We're trying to build a culture of development, a **lifestyle**, not an event. It's common for groups to not have much contact outside of the meetings, but that reveals a weak culture, that there is not much "one-another" ministry going on. How do you build culture? Through celebration, testimony and instruction. The senior leader is the most important human factor in creating culture. Encourage people to develop relationships. Lead by example. You'll know if you are succeeding if people get together outside of the appointed group times. Whatever you celebrate, people will emulate.

That's why I recommend that **if you're the senior pastor**, you don't give away, you don't delegate the oversight of your small groups too early in the process. Now, maybe once your church is around 300-400, you might delegate it to somebody else. But initially you need to make sure you have your hand on the pulse of all your small group leaders, because that's what declares to them that this is the most important ministry in our church. And the reason it's most important is not because it cares for people, although it does, but the reason it's most important is it's our primary leadership development vehicle.

Special Events

Mix it up for the weekly meeting occasionally. Once every six weeks or so, as the leader feels led, say, “We’re going to spend most of our time in worship and praying for each other.” Or plan to meet with two other small groups for a combined meeting or a party. Etc. That’s great. As mentioned in the previous section, if you do that every week, it may be awesome, but it may lack the one-another ministry dynamic.

Also, plan other special events that build community outside the regular weekly meeting. The Host is the connector, so turn them loose!

- Night of prayer and worship
- Potlucks, BBQs, Parties
- Service projects
- Sports watch parties (Superbowl, World Cup, etc.)
- Combine with other groups

Small Group Outreach

Personal Relational Evangelism

In the small group we want to focus on relational evangelism. That means the members of the group reach out to people they interact with on a regular basis, called their Sphere of Influence (SOI). The approach is summed up as Interact—Impact—Invite. We have to interact in meaningful ways with non-Christians; that means building relationships with them. Then we have to impact them spiritually. And finally, we look for opportunities to invite them to surrender their lives to Jesus.

At the first sign of interest by a non-Christian, many believers will jump at the chance and “invite them to church.” If the person is really open and wants to come, great. But often what happens is when the believer invites the non-believer to Sunday church service, the first reaction is “no.” And that puts a damper on any further talk about the Lord. We recommend you first build relationship. And then as they trust you more, and they get to know you, they may be more open. Try to impact them and invite them into the Kingdom (see the next chapter). Then bring them to the group. Being a fisher of men means you have to think like a fisherman and try to catch those fish. Don’t just jump in and throw nets everywhere and scare the fish.

The small group becomes like an aircraft carrier that launches its planes on missions (but missions of love). As the members reach out and interact, opportunities will come, and some will bring in new people.

Community and Pastoral Care

We need to shift the primary emphasis of our small group from pastoral care to apostolic, but community and pastoral care are still important. They are a byproduct of healthy Kingdom culture. In other words, we believe that mission will always produce or contextualize community better than community produces or contextualizes mission. If our primary offering is, “Oh, join our family and we’re going to care for you and keep you safe until you go to heaven.”, then we’re going to have a bunch of people that are consumers and spectators, but not world changers. If we want to raise up world changers, we have to shift our emphasis from “We’re here to meet your needs,” to “We’re here to develop you into your calling.” We want to meet their needs, but that’s not primary. “We’re here to transform you into the full potential of what Jesus died to produce in you, and we’re going to help you discover that. And then we’re going to provide a framework wherein you can begin to develop to achieve that outcome.”

As people discover and use their ministry gifts, body ministry takes place and **pastoral care** occurs, as taught by Paul in Eph 4:16 *“from whom the whole body, being fitted and held together by what every joint supplies, according to the proper working of each individual part, causes the growth of the body for the building up of itself in love.”*

When Suzy is sick and in the hospital, what often happens is this: “We haven’t seen Suzy in her usual chair the last three Sundays. Oh, I heard she was really sick and in the hospital. We have to call Pastor Smith to go pray for Suzy” And since it’s three weeks later, Suzy may have died! Instead, because Suzy is in a healthy apostolic small group, this is what could happen at the weekly meeting: Bill says, “Hey, Suzy’s not here – anyone know what’s up with her?” Kathy (exercising her pastoral gift), “I texted Suzy today and she’s in the hospital and is really sick. I’m going to visit and pray for her. Who else wants to come?” Bill and Mary respond, “We’ll join you!” The small group provides the bulk of pastoral care (and you, Senior Pastor, don’t have to try to do everything!) And true koinonia, meaningful community, will take place as people work together.

Group “Bridge” Events

The group should do regular “bridge” events once a month or so. These are the same or similar to the events listed above in Special Events, but geared for inviting non-Christians. Make them non churchy They provide an opportunity or “bridge” for the group members to be with other group members and invite people from their SOI, and they may come because it’s not a “church” event. The group members get to interact with the others, looking for opportunities to impact them spiritually. The Outreach Worker works with the Host to facilitate these. Keep it casual and relational, with food and drink.

See the next chapter for much more on evangelism.

Destiny Finder Small Group Program

Online Program

We recommend you purchase the *Destiny Finder Small Group Program* because it integrates with the online *Journey Guide PRO* tool, and includes the *Leader Guide*, *Workbook*, eight 30-min. videos, handout, flyer, the *Destiny Finder Book*, and more. See (<https://destinyfinder.com/smallgroups/>). But if you are not able to do that, you can do the small group without videos or the online tool, using this chapter.

Launching New Groups

Make Small Groups a Priority

Small groups should be given priority over everything else. Reschedule or change other meetings that “compete” with weekly small groups. Some of our churches have way too many meetings that are not directly developing people, and they take valuable time away from members. Sheep make more sheep. If you’re people are too busy and have no time for their own development and no time to interact with non-believers, it will result in a maintenance church, just keeping people safe until they get to heaven.

Promote through every communication channel. The senior leader and overseers must visibly support small groups. Initially, the senior leader may need to lead one of the groups, but the goal would be to hand it off as soon as possible to another leader so the senior leader can focus on developing leaders.

Pre-Launch Activities

Pre-requisite

- You should have designated the overseer who will oversee the entire small group effort.
- Identify the administratively gifted person who will coordinate signups.
- You should have the teams already designated, and they should have already gone through the entire small group program themselves and have been trained for their team role.

12 Weeks before Launch

- Get the teams together for a refresher training, clarify the plan, and encourage them for the new launch.
- Decide how participants will get the *Workbook* (see Chapter 6): paper, or electronic? If you print them, we recommend getting 3-ring binders and put the *Workbook* in them.
- Decide on a name for the groups: Destiny Groups, Journey Groups, etc.

8 Weeks before Launch

Begin promoting the Small Group Program.

- Send out emails (see the Email Templates document).
- Print out and distribute the flyer (see Flyer document).
- Put an announcement in your website and on your social media.
- Begin having previous participants give testimonies at your services or public gatherings.
- Make some short testimony videos of previous participants and show them or email them.
- You may want to schedule an Information Night for all who are interested. Give a short presentation, have some testimonies, start signups.
- Do signups. Have a table after services, have a small group fair, and do signups on your website.

4 Weeks before Launch

- Continue promotion efforts using email, etc.
- Continue sign ups. Get the Workbook printed.
- If you haven’t done it already, schedule an Information Night for all who are interested. Give a short presentation, have some testimonies, do signups.
- Do a Small Group Fair in your church lobby after Sunday service. Have each group team at a table with flyers, signup sheet, cookies, etc. End the service 15 min. early so people can attend.
- Send emails to remind those who have signed up.

1 Week before Launch

- Send promotion email for last minute signups.
- Coordinate who will be in each group.
- Send email with final instructions to those who have signed up.

Small Group Weekly Agenda (Short Model)

If you choose not to purchase the online *Destiny Finder Small Group Program*, and you don't get the *Journey Guide PRO* for each member, you can still do the small group using what's in this book:

- Copy or print this chapter as the *Leader Guide* for your group leadership teams.
- Use the *Workbook* in Chapter 6; that has the manual version of the *Destiny Finder Journey Guide PRO* tool.
- Where the document refers to a video, teach from the notes.

WEEK 1 – Created for Destiny

Optional: Ice Breaker activity

- Be creative, help people get comfortable with each other.

Opening Prayer and Worship

- One or two songs. You don't need a musician; YouTube songs can be great if led well.

Video

- Show the first video: *Destiny Finder 1 Introduction to Destiny*.
- Group participants don't need to get the online *Journey Guide PRO* before week 1 but they will need to get it with enough time in order to do the first assessment before the week 2 meeting.

Journey Guide PRO Worksheet or Workbook Worksheet

- Either assign this as homework before the first meeting, or do it during the meeting: *Journey Guide PRO* Section 1. Introduction - Worksheet (or *Discovery Tool #1 Formative Influences* in the *Workbook*).

Small Group Discussion

- In clusters of 3 or 4 (no more than 4), discuss *Formative Influences*.

Homework:

- In the online *Journey Guide PRO Profiler*, read Section 1 Introduction, and in Section 2 do the *Ministry Gift Assessment* (or *Discovery Tool #2 Ministry Orientations* in the *Workbook*).

WEEK 2 – Ministry Gifts

Opening Prayer and Worship

- One or two songs.

Video

- Show *Destiny Finder 2 video* on Ministry Gifts.

Small Group Discussion

- In clusters of 3 or 4, each participant discusses their *Ministry Gift Assessment* reports. If people didn't do it ahead of time, you could give the group 5 minutes for people to do it but it's best if people do their homework assignments ahead of time. There is a lot of material in the reports so encourage participants to pick one or two points per person. Make sure each person has an opportunity to share.

Homework

- In the *Journey Guide PRO Profiler* Section 3 do the *Motivational Gift Assessment* (or *Tool 3* in the *Workbook*).

WEEK 3 – Motivational Gifts

Opening Prayer and Worship

- One or two songs.

Video

- Show the *Destiny Finder 3* video on Motivational Gifts.

Small Group Discussion

- In clusters of 3 or 4, each participant discusses their *Motivational Gift Assessment* reports.

Homework

- In the *Journey Guide PRO Profiler* Section 4 do the *Manifestation Gift Assessment* (or Discovery Tool #4 in the *Workbook*).

WEEK 4 – Manifestation Gifts

Opening Prayer and Worship

- One or two songs.

Video

- Show the *Destiny Finder 4* video on Manifestation Gifts.

No Small Group Discussion - Do Large Group Ministry Instead

- We suggest you don't do small group discussion this session, but instead do some large group prayer and prophetic ministry, if you're comfortable leading that. We constantly get reports from groups of this time being very powerful.
- It's best to have at least three or four people who are gifted in prophetic ministry (prophecy, word of knowledge, etc.) available to minister to people after the video, so if your small group leadership team does not include those with that gifting, invite some people who do have that gifting to come and minister and activate people in the gifts. Prep them so they know what the focus is – it's supernatural equipping and activation. Turn them loose to pray and prophesy over people etc. We usually do this as one large group so everyone can see how those who are gifted minister to others. As people are getting ministry, encourage them to minister to others.
- Pray for physical and emotional healing as well. Depending on your group, you may want to encourage those who are new in the gifts to participate in ministering to others as well. Introduce this time as "let's be open, see what God does, trust that God is speaking to you." etc.
- If don't feel comfortable doing prophetic ministry you can focus on praying for people.

Homework

- In the *Journey Guide PRO Profiler* Section 5 do the *Passion Assessment* and *Delight Assessment* (or Discovery Tool #5 in the *Workbook*).
- Print out the *Profiler Assessment Summary*.
- In the *Journey Guide PRO Profiler* do Section 5 the *God's Direction* and *My Dream* sections (or Discovery Tool #5 in the *Workbook*). The most important thing is to get to the Dream. Encourage people to express something. Some will be "stuck" – tell them just to enter something, whatever is most "alive" in their heart.
- Print the results from those five sections (*Passion, Delight, Summary, God's Direction* and *My Dream*), or have it ready on your phone or iPad, and bring them to the meeting.
- AND pray about what ministry you feel God is calling you to.

WEEK 5 – Passions, Delights and Dreams

NOTE: You may want to stretch this section into two sessions because there is a lot to process.

Opening Prayer and Worship

- One or two songs.

Video

- Show *Destiny Finder 5* video on Passions and Dreams.

Small Group Discussion

- Note: This is about a person's ministry, not their job. The two may be combined, but they may not for some people. Example: Accountant with pastoral gift. Exercise the gift in the workplace, don't quit to become a "pastor." (Unless the Lord tells you!)
- In clusters of 3 or 4, briefly discuss their *Passion* and *Delight Assessment* reports and then get to *My Dream* – that's the most important.

Homework

- In the *Journey Guide PRO Mapper* do all of Section 6 Ministry Development (or *Discovery Tool #6 – The Destiny Mapper* in the *Workbook*)

WEEK 6 – Ministry Development

NOTE: You may want to stretch this section to two sessions because there is a lot to do.

Opening Prayer and Worship

- One or two songs.

Video

- Show the *Destiny Finder 6* video on Destiny Mapping.
- There is a lot here, so tell people not to be overwhelmed; they are beginning a life-long project. Tell them how you and other leaders will be helping them to map out their journey and fulfill it.

Small Group Discussion

- In clusters of 3 or 4, have people share about their mission and goals. Leaders: challenge people to be specific, to set at least one specific goal with an activity: Ask them, 'Who are you going to call or email?' 'What are you going to search for on Google?' 'What leader are you going to talk to?' etc. Try to get them to commit to something specific, not just "I'm going to think about it..."

Homework

- In the *Journey Guide PRO Mapper*, do all of Section 7 Personal Development (or *Discovery Tool #7 Personal Growth Removing Roadblocks* in the *Workbook*).

WEEK 7 – Personal Development

Opening Prayer and Worship

- One or two songs.

Video

- Show the *Destiny Finder 7* video on Removing Roadblocks.

Small Group Discussion

- Leave more time for this small group discussion. We suggest doing separate men's and women's groups, in clusters of 3 or 4. Instruct the large group before you break into small groups in how to do this:

10. Small Groups

- “Hey folks, we want each person to receive prayer tonight. We want the men to meet together and the women to meet together separately. Groups need to be no more than four people so there is enough time for all. Have each person share from the worksheet, as they are comfortable, and then have the others gather around that person and pray in turn. We encourage you, especially the revealers, to minister prophetically as you pray for people.”
- This will be a long small group time but is usually quite powerful.

Homework

- *In the Journey Guide PRO Mapper*, do all of Section 8 Team Development (or *Discovery Tool #8 Team Development* in the Workbook).

WEEK 8 – Team Development

Opening Prayer and Worship

- One or two songs.

Video

- Show the *Destiny Finder 8* video on Team Development.

No Small Group Discussion - Do Large Group Discussion

- Ask people to share what they have experienced and learned during the series. This will be powerful. You can encourage people to minister prophetically and in prayer as people share – some will be visibly touched and emotional because God has stirred them to dream and move forward.
- Our extended group model (see earlier in this chapter) has a lifecycle of around nine months, so finishing the eight sessions is not the end. It’s just the end of the *Destiny Finder* series. The group can continue with a new topic, so if you are going to keep going, announce that. In any case, the ideal is that the development of individuals will continue. It’s crucial that the leaders continue to bring the vision before the group of multiplying.

Wrap Up

- Close. Mention coaching – both informal from your leadership team, and coaching that *Destiny Finder* provides at a per hour rate (a lot cheaper than your mechanic, lawyer or plumber). An hour or two of coaching can save months or years of frustration. Point people to the website.
- Encourage peer mentoring – team up with someone who is headed in the same direction and partner and encourage each other.
- As part of ongoing development, encourage people to take steps to get to some kind of internship – formal or informal – in which they try out doing what they think they are called to do. If someone feels their destiny is to work with inner city teenagers, then they should try to work at an inner-city mission or community program for the summer or on weekends. They may find they love it, or they may find they hate teenagers! Either way is ok.
- The final goal is to serve, lead or launch the ministry they have identified as their dream/ destiny. The key is to take steps, even baby steps. Pray, and then take action! God will guide.

Homework

- Have everyone do an **evaluation**; give them an evaluation sheet **that night**. If you wait, won’t get them back.

Testimonies Requested

- If you like the program, please give us a review and any feedback on the materials, including a 30-90 second video testimony from your cell phone camera. That would really help us out.
- And any testimonies from your people once they go through it would be super helpful to us also. Email them to us at Info@destinyfinder.com.

Review

Questions

1. What is the difference between the large group and the small group?
2. Which is more important, the large group or the small group?
3. What is the purpose of the small group?
4. What are the roles in the small group leadership team?
5. What is the main job of the small group team?
6. How do you multiply a small group?
7. What is a bridge event?

Answers

1. The large group is the tribe; great for vision, teaching, momentum, celebration. The small group is the family unit; great for community and development of members and leaders.
2. Both are important! The small group is somewhat more important because that's where development takes place. (And Jesus had a small group, and that's how the Early Church multiplied throughout the Roman empire.)
3. The small group is to be a destiny incubator, helping each member develop in spiritual maturity and their ministry calling. It also provides community, in which the members can use their gifts and care for one another.
4. The team has five roles: the Leader, Worship Leader, Outreach Worker, Host, Growth Coach, each representing one of the Quintessential Ministry Gifts of Ephesians 4:11. One also acts as an Assistant Leader.
5. To lead great meetings AND develop the members, and especially to develop assistants to themselves who will help multiply the group.
6. The team uses IRTLS to develop assistants. The entire group reaches new people through relational evangelism, bridge events, etc.
7. A casual non-churchy event in which the members of the group can invite people in their Sphere of Influence (SOI) to come, and it provides more opportunity for interaction with non-Christians. Examples: BBQs, parties, dinners, sports watch parties, service projects, Girl's night out, hiking, camping, etc.

11. Outreach and Enfolding

Introduction to Evangelism

"Go into all the world and preach the gospel to every creature." Mark 16:15

The Jesus Movement

Let's look back for a moment and be encouraged. In the late 60s and early 70s a massive move of God took place among young people in California, and spread throughout the States and beyond. At that time I was a New Age seeker, hitchhiking around, and in 1974 I got picked up by an older woman who shared the gospel with me. I got radically saved. Glen got saved as a college student in Sacramento in 1971. It was messy but glorious as long-haired hippies, and youth of all kinds came to believe in Jesus. Many of today's senior leaders were saved during that outpouring.



May 5, 1973 Calvary Chapel Costa Mesa baptizes hundreds at Corona Del Mar beach California.

Calvary Chapel was baptizing over 500 people every month, sometimes 300 in a single weekend! Lord do it again! It was clearly a sovereign move of God with signs and wonders, but it was also very relational. They had the harvest, but in many cases didn't build very good barns to hold it, and many fell away or got into weird groups and movements. We want to marry the supernatural with the super-practical. Both are from God and we need both! Let's make more AND better disciples.

The Priority of Evangelism

We are presenting some great models and structure and concepts and philosophy, but at the end of the day, if we're not actually reaching some new people and getting them in the Kingdom, we're really missing it. That's the priority. Everything can happen better in heaven except...evangelism! Better worship, better fellowship, better teaching, and better presence of God.

Reaching the lost is our main priority. It's embedded in the Great Commission: Go into all the world and make disciples.

Lost People Need the Gospel

*“How then shall they call on Him in whom they have not believed? And how shall they believe in Him of whom they have not heard? And how shall they hear without a preacher?
15 And how shall they preach unless they are sent?” Rom 10:14-15*

The first step in disciple making is to lead somebody into the new birth in Christ. And to do that, the person needs to understand the basics of the gospel. They need more than love, more than a spiritual experience. Such experiences can open someone up to the reality of the spiritual world and God, but people need the message of salvation. And we are the messengers who bring the message. Not angels. Us.

Sometimes people say, “Don’t have an agenda.” **But Jesus had an agenda** *“The Son of Man has come to seek and to save that which was lost.”* Luke 19:10. Love has an agenda, to sacrifice for the good of others.

Another thing I hear is people say, “Preach the gospel at all times. Use words if necessary.” It’s attributed to St. Francis, but he didn’t actually say that. That’s simply not true because it implies that words aren’t important. No, the gospel is literally “good message” or “good news” and it is made up of words that bring a message of hope. Paul said, *“For I am not ashamed of the gospel of Christ, for it is the power of God to salvation for everyone who believes, for the Jew first and also for the Greek.”* Rom 1:16. Jesus came to do this incredible thing of winning humanity back to God in a way that would give us eternal relationship with Him in heaven.

How Much Do They Need to Know?

What’s the minimum people need to know to get saved? We can’t be dogmatic on this, but I think they need to know the following basics:

- God exists and they need him.
- They are a sinner and they need a savior.
- Jesus is the savior and his sacrifice saves them.
- They need to believe in Jesus, surrender their life to him, and turn away from sin.

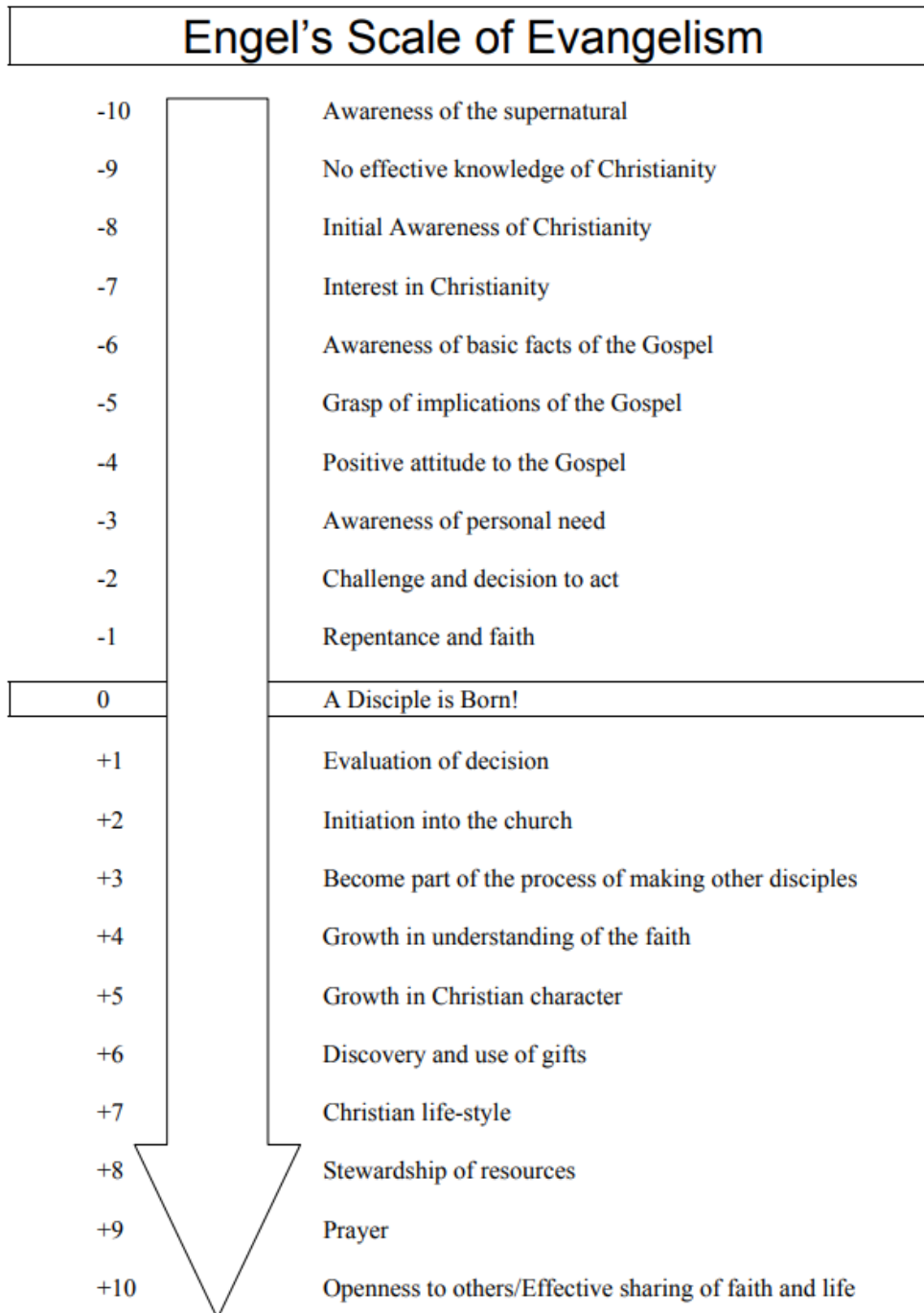
This has to be a priority in our churches. Sadly, though, most Western churches are not winning souls at even a level that keeps up with population growth. We need to really rethink this whole thing. Everything we’re presenting here doesn’t work in the end unless we’re winning new souls. You can multiply small groups; you can get three or four generations, but pretty soon you’re going to run out of existing church members unless you’re reaching new people.

Every Believer Is to Share the Message

Every Christian needs to share the gospel. Every Christian needs to be trained in personal soul winning, even if it’s not their gift. Sometimes we say, “Well, that’s for the evangelist; I’m not an evangelist.” In fact, we need to train every single person to be able to lead someone to faith, because each person is a missionary wherever they are in the world, and there are lost people that need Jesus that only they can reach.

The Engel Scale – Our Job Is to Move Them

The Engel scale is a very helpful concept. It was developed by James F. Engel, as a way of representing the journey from no knowledge of God, across a spectrum to spiritual maturity as a Christian.



From *What's Gone Wrong With The Harvest*, James F. Engel & Wilbert Norton, Zondervan 1975.

Understanding where people are at on the scale helps you know how to approach them. Rarely will you be able to move someone from -10 to 0 in one interaction. Our job is to move them as far along the scale as we can. In San Francisco, the average non-Christian was extremely hardened to the gospel, resistant to Christians, and usually an atheist or New Ager. I was usually interacting with people at the negative end of the scale, and I did my best to move them a few steps along. Some sow, some cultivate, some harvest.

Types of Evangelism

There are many kinds of evangelism and they're all good.

High Profile: Preaching and Power Evangelism

Preaching On the Streets

How many of you have actually preached on the streets? I've spent literally hundreds of hours doing high profile evangelism. I've preached on the streets of San Francisco, Thailand and India. I've handed out thousands of tracts; engaged strangers randomly; shared the gospel with them and prayed for them for healing and deliverance. I've done "treasure hunts," which is praying in advance, getting words of knowledge and seeking out the people the Lord highlights and sharing prophetic words with them. I've done power evangelism and seen miracles. And I love it all!

I've even been attacked by gay protesters with pepper spray. In fact, I met Diane when she came to San Francisco for an outreach, and the first night of the outreach in the heart of the gay center, a mob of protesters surrounded our group. Police came and it turned into chaos. I grabbed her hand and we escaped. I guess you could call that our first date! Now seven children and seven grandchildren later, we still going on for the Lord. But that's a story for another day...

I think high-profile evangelism is great, and in fact, it's very good for the believer. If you want to get your people activated evangelistically, take them out on the streets and have them share the gospel, and have them pray for people. That's wonderful. You learn a lot. It's important for proclamation and it contributes to changing the atmosphere of a region.

What About Power Evangelism?

I believe that miracles are absolutely essential in the evangelism process. As Paul said, we need to demonstrate the power of God with signs and wonders. People are hungry for the reality of the supernatural, and it opens them up to hear and receive the good news. Of course, you can lead somebody to Christ without a healing. But if there's a physical need and you pray for that need and they get healed, that's going to impact them deeply in their hearts. I love power evangelism.

What Produces "Babies in the House?"

But the challenge is that with all of these types of high-profile evangelism, they generally do not result in people getting saved and becoming part of your church. It rarely produces "babies in the house." If that's all you're doing, you're going to have a number of great testimonies, but you're probably not going to have much long-term church growth.

I know of many churches in which people are doing outreaches every week, but their churches are not growing.

Why? Because with high-profile evangelism you're engaging strangers with no pre-existing relationship. So even if they get touched by the Lord, there is little connection and follow up. If there is no relationship it's very difficult to get the person to become part of a group of people who are strangers to them.

There Are Exceptions

Now it has been done effectively in some cases: Glen was at a church called Open Door in San Francisco before joining us at the Vineyard, and they had a season of great growth doing a lot of high-profile evangelism. But it took a huge effort. Glen: We had teams that gathered Sat mornings for training, then they hit the streets for several hours of witnessing to strangers. We got contact information from the people who responded, then we turned that info over to a group of our members at a Christian house with a bunch of landline phones. That afternoon they would call and arrange rides to the church service the next morning. Then they would contact all the drivers and we would drive around San Francisco for an hour or more on Sunday morning picking people up and bringing them to the service.

We did see a lot of people get saved and come into the church. But we had a lot of people “flake out” on us and give false phone numbers, etc. And it took an enormous effort. But the most growth we saw was when we tapped into people networks with relationships. Newly saved people brought friends and family. For example, we had several Asians and they reached a Chinese family and some Filipino families and there was tremendous growth. Eventually we had so many that we started a Filipino church.

Build Trust Through Relationship

Generally, people respond to someone else sharing the gospel with them because there's some trust, based on a preexisting relationship. Even if they go to an event or a crusade, and get saved, it's usually because a friend invited or brought them. Numerous studies have shown this. If you want people to get saved and get established in the local congregation, rather than simply count decisions on the street, you need relationship. Now, we're not saying that it's wrong to be on the streets. No, go for it. The only potential problem with going “on the streets” is that people will tend to use that as an excuse not to share the gospel with their friends. “I did outreach last Friday night at the bus station, so I don't really have to share the gospel all week at my work.”

It's All Good

Let me reiterate, high-profile evangelism is great, but mostly for the believer, to activate them, but usually it's not very effective for getting people saved AND becoming a functioning member of a local church. We need to shift people's understanding that evangelism is much more than “going on the streets.”

Attractional Evangelism

“The woman then left her waterpot, went her way into the city, and said to the men, 29‘Come, see a Man who told me all things that I ever did. Could this be the Christ?’ 30 Then they went out of the city and came to Him.” John 4:28-30

This is “Come and see.” It includes concerts, evangelistic crusades, Invitations to services by mailers and email, various special events. We do something to attract people and then we invite them to come and see. And they are all good, but not super effective unless the church members are bringing and inviting people from their sphere of influence—again it's the same problem we just discussed—a lack of trust. Strangers may come to your event but it's very challenging to engage with them and get them saved and become part of the church.

Missional Evangelism

Jesus told the man set free from the demon, “Go home to your friends, and tell them what great things the Lord has done for you,” Mark 5:18

This is “Go and tell.” It includes door to door, setting up book tables in public places, foreign missions. And it includes what we call “Viral evangelism” which is found in Luke 10. Jesus sends out the 70 and tells them to find a house of peace: “And remain in the same house, eating and drinking such things as they give, for the laborer is worthy of his wages. Do not go from house to house. 8 Whatever city you enter, and they receive you, eat such things as are set before you. 9 And heal the sick there, and say to them, ‘The Kingdom of God has come near to you.’” There we see them bringing supernatural impact but in the context of some relationship.

Servant Evangelism

Servant evangelism is simply gaining favor and access to people by serving them first; made famous by Steve Sjogren of the Vineyard church in Cincinnati. This means doing service projects, cleaning toilets, handing out water on corners and at sports events, bringing food to people, etc., all for free. It is a great way to break through the skepticism that people have; it's so opposite to the ways of the world. Showing God's love in practical ways opens people up and provides opportunities to share the gospel.

Relational or Friendship Evangelism

This means to develop friendships with people and in the relationship look for opportunities to share the gospel. We believe, and studies have shown, that this is the most fruitful type of evangelism. We will explore it at length in the next section.

Relational Evangelism

How do we gain that trust? Through **relationship**: that's what makes life grand.

Build Trust

People are increasingly skeptical. Try walking up to a stranger and giving them a dollar bill. I bet out of 10 people only a couple will take it. People don't trust strangers. If we are asking someone on-the-spot to make a total life change and surrender their life to Jesus, they need to trust us. And that's very hard with a stranger. It can happen. But it's tough.

Also, Christians are not respected any more by the culture at large in the West, in fact they are despised by large segments of society and depicted in very negative ways in the media. And since most non-Christians don't have meaningful friendships with Christians, their view of Christians is informed largely by the media, or negative childhood experiences, and is therefore very negative.

The skepticism and the distrust result in a huge barrier to people hearing the message of Jesus and taking it seriously.

They Must Be Able to Understand

And even if they listen, will they understand? We live in a post-Christian society. We cannot assume that the average person we encounter understands the gospel, or even has a vaguely Christian world view; in fact we must assume the opposite. Therefore, we must be careful to convey the message in a way that they can understand.

The burden of communication is on the one initiating the communication. If you speak English and they speak Chinese, you can't blame them if you share the gospel in English and they don't understand. But even if they speak the same language, you have to think like a missionary – they probably don't know anything about the Old or New Testament; they probably don't know the story of Jesus; and they probably have some very strange ideas about what words such as "God," "prayer," "love," and "spirit" mean.

Therefore:

1. First you need to gain enough trust with the person so that they will actually listen to you.
2. Then you have to understand where they are at and translate your message so that they truly understand.

Only then can they make an actual decision.

Your Mission Field Is the Next Cubicle

If you work in an office, you probably know that it's much harder to share the gospel with the person that works in the cubicle next to you at work. Why? Because they know you. They've heard you talk about the boss, what you do for fun, how you are in real life. It's much easier to go pass out tracts on main street to the homeless and the hookers. It's much easier to go to Mexico and build a house, or go to India and preach in the open square. And those things are absolutely good! But the most fruitful mission field for you is the people you know. That's because they trust you enough that they may actually listen to you. And if they do reach out to God, you're right there in their life to help them.

The Approach: Friendship

Relational or friendship or lifestyle evangelism is the key to babies in the house! Here are the key points:

- Most people come to faith through friendship with a Christian because there is an existing bridge of trust for them to hear the message.
- Many believers have few or no meaningful friendships with non-Christians.
- Believers need to make friends with non-Christians and increase their spiritual impact.

This should be painfully obvious: ***We can't expect to reach people if we are not interacting with them.***

Sphere of Influence (SOI)

Your SOI is the people you have regular contact with. The first circle includes family, friends, co-workers, activity group members, neighbors, and friends of family. These are the people that know you well enough to know that when you share with them about Jesus, you're sharing something real to you. They probably trust you enough to listen, even if they think it's a bit crazy.

The second circle includes people you interact with on a regular basis but you only have a superficial relationship, unless you reach out to them. It could include people you see at the gym, the barista at the coffee shop where you get your morning latte, the guy that works the late shift at the corner store near your house, the families of the kids who play with your kids. But in those cases, you will need to intentionally develop the relationship.

The people in your SOI have some kind of relationship or friendship with you and therefore they are the people to focus on reaching. Not the only ones, but you are in contact with them and really... you are Jesus to them.

Our Model: Interact– Impact– Invite

We've boiled this down to the following: **Interact – Impact – Invite**. I would make it a mantra in your church. It's simple but effective.

1. We have to **interact** with the non-Christian. That means starting a relationship, talking, getting to know them, developing trust.
2. We have to **impact** them spiritually. At some point you want to shift the conversation to spiritual things, or help them have a spiritual encounter that touches them and causes them to be open.
3. Then as they are open, we look for opportunities to **invite** them to meet Jesus. That means to share the gospel in a way they can understand, and invite them to surrender their lives to Jesus.

Interact: Connect and Develop Relationship

How to Interact

It seems that people in our society don't know how to build good friendships anymore. The goal in relationship is ... to relate. To connect. To find things in common. To share. So, begin by asking questions and listening to the person's story. Learn to really listen, and don't just try to make them hear you. Spend quality time with them. Get involved with them. Share ordinary life with them. As you get to know each other, you build trust. You may need to teach this to people in your church, especially young people.

You can minister to felt needs: They may not "feel" a need for Jesus, but they feel other needs, so start there. If someone is sick, visit them in the hospital, bring them a meal, or a card. If the person needs a job, help with resume or networking. If the person is doing some remodel, offer to help. If your neighbor has a big yard job, grab your shovel and dig in.

Increase Interaction With the First Circle of Your SOI

As mentioned, the first circle of people in your SOI are existing family, friends, co-workers, acquaintances, etc. If you are not interacting in a meaningful way with them at present, maybe you just need to be more intentional about getting together with them. It may seem awkward at first, but just do it. Pray about it and ask God to show you who to reach out to. This is just interaction, not preaching, so just be a friend to them.

Increase Interaction With the Second Circle of Your SOI

Your second circle of people in your SOI are people you interact with on a regular basis, but you haven't developed much a relationship. This could mean neighbors you see several times a week but you've never said more than "Hello" to; the trainer at the gym who helps you work out, but you've never had much of a conversation; etc. These are people you see every week or two. Start having conversations, look for opportunities to start to build a friendship.

Maybe you have a co-worker you've known for a year, but you've never once gone to lunch with them... so invite them to go, and then you build from there.

Make New Friends and Add to Your SOI

Make Friends with Your Friend's Friends

This is great because since you have some trust with your friend, that will automatically confer a bit of trust to your friend's friend. And if you're able to impact them, they are already connected to each other so that can amplify the impact.

Join Group Activities

People like to do things with others that like the same things. So be intentional and join some groups doing activities that you enjoy. Reaching people can actually be enjoyable! Join a club! If you like to play Pickleball, join a group that plays regularly...as long as it's not just believers.

Did you know Craigslist.org has lists of local activities, groups, and events? Facebook provides search results on local events, and has a group feature that you can search on.

And even better is Meetup.com. It is an online app that is a platform for anyone to form a group of any type, and it's based on region. The app provides the function to have member profiles, calendar of events, and much more. There are meetup groups for just about everything you can think of: soccer, judo, country dancing, entrepreneurs, new age religion, knitting... you name it and if you live near a medium sized city, you can probably find an activity group for it.

If you enjoy scrapbooking, join a scrapbooking group and begin to make friendships with those folks. You get the picture, right?

We have a friend in a church in San Diego who told us their story. They got a new pastor and he liked to go jogging, so he joined a jogging group, and he was able to lead a couple of the guys in the jogging group to the Lord. Then he decided he wanted to learn how to surf so he joined a surfing group, and he learned how to surf, and he led a couple of the top surfers in the area to the Lord. And now those surfers are bringing other surfers into the church.

Get Out There

We had a pastor in our Pastor's Coach Boot Camp once who led a small church in Europe with her husband. They did some interesting ministry such as prophetic dream interpretation classes, etc., but they weren't gaining new people in the church.

During one of our group discussions, she shared how she had a hairdresser that she went to regularly, and one time the hairdresser said she was sick, and the woman prayed for her, and she got healed! I said, "That's gold! How did you follow up with her?" She said she hadn't done much. I said, "Well, why don't

you go to lunch with her?” She replied, “What would I say?” I was shocked, and I said, “I don't know...just have girl talk!” This can be challenging for pastors because we get caught up in all the “business” of ministry. Some pastors and leaders are really isolated from the “real” non-Christian world. We have to help people get back to basics of being friendly with people and developing “regular” relationships.

Please note that we are not just after numbers. Everyone deserves honor. These interactions should be genuine, and we love regardless of how people respond. But we still have an agenda, just like Jesus did: because He loved us, He came for us. Because we love lost people, we try to reach them.

So...join a club, hang out with some people, go to a new event or venue you've never been to before. Even better, take a believer friend with you who is like-minded. The bottom line is, we have to interact with people before we can impact them.

Impact: Spiritual Encounter

Shift from Interaction to Something Spiritual.

Once you have people that you are interacting with, building trust, meeting felt needs, and understanding where they are at, you can then impact them. Somehow you need to engage with them about spiritual things. This is usually the most difficult part for most believers. They struggle with, “How do I get the conversation on to spiritual things?” “How do I talk about Jesus when they seem closed?” We have some simple but powerful tips for you.

Ask Them: “Where Are You at On Your Spiritual Journey?”

Here is a great question to use to easily and immediately shift the conversation to spiritual things. Usually, I will use it once it seems that the person is open, but I've done it standing in line at the supermarket, talking to the guy in front of me in line. (I just said, “I've got a question for you... Where are you at on your spiritual journey?” He said, “That's a really interesting question!” And then he began to tell me his story. He was new to town, thinking about going back to church. It was very cool.)

Here is the question: ***“Where are you at on your spiritual journey?”***

It's an awesome question, because it's not intimidating, and just about everyone these days thinks of themselves as “spiritual.” Everyone is on some kind of spiritual journey. Let them answer and truly listen to their story. Also, you'll then have some idea of where they're at and how to proceed. Then you can share some of your story. “That's really interesting. Can I share a bit of my story?” You've earned the right to share because you listened to them. I recommend you teach every single member of your church to use this simple question.

You can preface this question in different ways to reduce any awkwardness. Maybe like this: “Hey John, I know it's a bit out there, but I was wondering, where are you at on your spiritual journey? I'd love to know.” Or, “Joan, I know it might be off the wall but I've got a question for you, where are you at on your spiritual journey?” Etc.

Talk about Destiny

A way to have a conversation about spiritual things is to use the concept of **destiny**. Everyone wants to know their purpose in life, and wants to do something significant. Talk about how God has a purpose for each person, etc. You may try using movies as a stepping stone to talk about destiny, since so many epic movies have a destiny theme (*The Matrix*, *Star Wars*, *Harry Potter*, *Hunger Games*, *Lord of the Rings*, *Spiderman*, and so on).

Pray for Felt Needs

Note: Glen wrote this section. In the previous section we suggested meeting felt needs as a way to interact with your SOI. This is a simple but powerful way to take the next step.

1. Offer to Pray

Here's the immediate next step: offer to pray for them, in their presence. Don't just say, as you walk out the door, "I'll pray for you." Rather, when they open up about a felt need, such as their husband is going in for major surgery, their daughter is on drugs, their business is failing, etc., you offer to pray for them.

When you pray for them, in their presence, it gives the Holy Spirit an opportunity to touch them. For some non-Christians, this will be the **very first time in their life** that anyone has personally prayed for them. It's amazing how this impacts people. And the greater the need, the more likely they are to say yes to prayer.

Here's a tip: I say, "May I say a prayer for you?" It's a little less intimidating than, "Can I pray for you?" because they have no idea what you're going to do.

Here's another tip: Be smart about this. Don't offer to pray for the person when they are in a group of their peers; wait until you're alone and won't get interrupted. Don't offer to someone who is obviously in a hurry. *"Behold, I send you out as sheep in the midst of wolves. Be wise as serpents, and harmless as doves."* Matt 10:16

2. Pray a Simple Prayer

Don't get too "religious" on them. I don't tell them I'm a Christian, I find it's better to let the Lord impact them first. You can keep your eyes open or not. You might lay your hand on their shoulder if appropriate, or you could ask them if you can do that. Sometimes I say, "Just relax and receive." But most of the time I just pray a two or three sentence prayer. "Lord I pray for Jim that you would give him your peace. I pray for his wife Sally that this operation will be successful and she will recover with no complications. In Jesus' name, Amen." Or it could even be simpler than that.

See How They Respond

I've seen people get visibly touched; sometimes they (and I) feel something very strong (That's the Holy Spirit). I've had encounters where when we finished, I felt it so strong, I said, "Did you feel that?" And they nodded. Then usually what happens is that **the person will ask questions**. They'll ask, "Are you a preacher?" "What church do you go to?" "Do you really believe the Bible?" What's awesome is that when they ask you a question, they are giving you **permission to share more**. You don't have to force anything – THEY are asking YOU! At the very least, they will be appreciative that you did that. And that opens the door for additional ministry. And you know what? You can talk about the Jesus that just touched them.

Some Stories (Some Details Changed for Privacy)

Note: I was in San Francisco for 25 years, interacting with mostly hardcore non-Christians, so most of these stories are of moving people a few steps on the Engel scale. I have also had the privilege of leading people in the sinner's prayer many times.

The New Age Co-Worker

This was back around 1988 when I was just starting to do this praying for people in their presence. I was working at a print shop. There was a woman who handled the phones and the bookkeeping, and she and I were on total opposite ends: spiritually, politically. She was into goddess worship, New Age philosophy, pro-abortion, pro-lesbian, etc. The only thing we could agree on was that we were both anti-child pornography.

Over the course of several months, we got to know each other. She believed Christians were bigots, narrow-minded, stupid and dull (by the way, that view is pretty common now among many non-Christians). But as we interacted, she came to see that I had a fun side, I was a thoughtful person, I cared for her, and I was not completely out-to-lunch.

Well one day she did something really bad with the money, and she ended up getting fired. So obviously her felt need to get a job! About a week later I went by her apartment to visit her. I remember sitting on her couch, and she was in a chair across from me, and I was trying to get up the courage to ask to pray for her. Finally, I just said, “Jennifer, I’d like to pray for you.” She immediately snapped back, in an irritated tone of voice, “What are you going to do?” I said, “I just want to say a prayer for you.” She was a only a little less irritated, and said, “Ok in a harsh voice.” So I prayed a very simple prayer, “Lord I pray for Jennifer, that you would give her your peace, and that you would open up just the right job for her. Touch her, in Jesus’ name.” When I looked up, she had her hands on her heart and she said in the sweetest quiet voice, “Thank you.” I was a bit shocked. The prayer had cut through her wall and she was visibly touched.

About six months later I ran into her, and she had gotten her dream job of being an event planner! She hadn’t gotten saved yet, but I believe she had moved several steps along that Engel scale, and she couldn’t deny that there was at least one Christian she knew personally who was a good person, and something happened when he had prayed.

The Barber

Many years ago, when I had hair, I went to a barber regularly. I would chat with Sam and sometimes we talked a bit about the Lord, but not much. One time I was there, and there were no other customers in his salon. He was complaining about the lack of business. I had recently started doing this type of prayer for people, and I got up the courage and finally said, “Sam, I’d like to pray for you.” He said, “Ok.” I said, “I mean right now.” He said, “Ok.” So I prayed, “Lord, I ask you to bless Sam and his family, give him peace. I pray for his business to do well.” Bless him in Jesus’ name.” He said thank you, and I went on my way.

Six weeks later I went for another haircut. I came through the door of his salon, and it was packed! He was across the room and there were three other stylists with customers. Sam yells across the entire room, “Hey Glen, that prayer thing you did really worked!” I was surprised and pleased as he motioned me over to another stylist who could take me. As I sat down, the woman immediately said, “Are you a preacher?” I’m telling you; this is such a simple but powerful way to impact people... she’s asked me to tell her more!

The Night Club Bouncers

One time I went to dinner in the Hollywood area of Los Angeles with a date, actually a first date. Parking was crazy of course, so we had to park far away. As we walked along Sunset Boulevard to the restaurant, we passed a big nightclub with. There was a line of black leather clad 30-somethings lined up waiting to get in, and a bunch of security guards at the door. We had dinner, and on the way back, as we got near the club, I thought, I’d like to see what’s going on. So as we came in front of the club, I saw there were two big guys, maybe 6’ 3,” with dreads; a shorter guy; and a girl, all looking pretty tough, because after all, they were “bouncers.”

I walked over to the guard at the door and said, “Hi there. Could we just peek in and see what’s going on inside and come out in a few minutes?” (It’s amazing what you can get when you ask nicely.) Now realize that I’m dressed kind of nice, and my date is wearing a beautiful red dress – we are clearly not part of the black leather crowd. But he said, “Sure.” So we go in. It turns out there’s no band, but there are several people on stage talking about the early days of rock and roll in the area. We listened for a few minutes then I said, let’s head out. As we approached the door, I thought to myself, “I really want to pray for the security guards.” I just wasn’t sure what to do. So, I turned to her and said, “Follow my lead.”

As we came out of the door onto the sidewalk, I walked up to one of the big guys and I can’t remember exactly what I said (fumbling around a bit) but it was something like, “We do a spiritual experience thing and we pray for people. Would you like that?” I know, it sounds lame, but it’s all I had at the moment lol.

He said, “Yeah.” I said, “Ok, what do you feel like you need from God right now in your life?” (This is another great question to ask people.) He said, “I want to be a better man.” That hit me... I said, “Wow, that’s great. Ok.” I put my hand on his shoulder and started to pray for the Lord to answer his prayer. I prayed maybe a couple of sentences. I usually pray for peace for the person. I got a prophetic word for him about

having a destiny and I shared that with him. I finished and my date prayed a short prayer of encouragement for him. She finished and we looked at him and he said, “Thanks!”

I turned to the guy next to him (the other really big guy) and asked him, “Would you like that too?” He said, “Yeah!” We did the same with him. Then I walked over to the other guy and said “How about you? What do you need from God right now?” He answered, “I need more time with my daughter.” I said, “Is it a custody thing?” He replied, “No it’s just that I work nights here and I don’t get to see her much.” That was pretty raw and honest. So we prayed for him and I shared a prophetic word for him.

Then I turned to the girl who was a few feet away and I said, “What about you? Do you want some of this?” She nodded yes, and I beckoned her over to us. (All this is on the wide sidewalk directly in front of the night club door with cars zooming by.) Same question, similar prayer. She gave us a big smile when we finished.

We were going to go and I turned to the first guy to shake his hand, but he put his arms out and said, “No, bring it in for a hug!” and we did a group hug. It was incredible! I was only in Southern California for the weekend so I knew I would not be back any time soon. I turned to all of them and said, “You know you guys can pray like that for each other anytime.” If I had lived there, I would have followed up with them. But it just shows how open they were.

The Corporate Director

I worked for a large health insurance company in San Francisco in the IT department, and I worked on some projects with a woman who was a director over another team. Note: Directors are over managers, who are over workers, so she was several levels above my pay grade. She had had a serious eye problem; I think her retinae was partially detached or something like that. She had to stay flat on her back for 23 hours a day for several weeks, etc., and she returned to work with an eye patch on. I really wanted to pray for her. Being a director, she didn’t have a cubicle, she had an office with a glass front and a door.

One day I walked over near her office to see if she was busy. She was at her desk, not on the phone, and no one else was around, so I walked into her office. “Hi Mary, how’s it going?” “Ok, just working on things.” We exchanged a bit of “small talk,” and I remember, she got up and was standing, and I was still standing. I just said, “I’d really like to pray for you.” She immediately assumed the “prayer” position: she bowed her head, closed her eyes, and clasped her hands together. I figured she must have a church background. I was a bit surprised, but you gotta just “roll with it. I put my hand on her shoulder and prayed a simple prayer of healing “Lord I pray for Mary that you would touch her eye. I pray for total healing. I pray for your peace for her. In Jesus’ name, amen.” She opened her eyes and was visibly touched: “Oh thank you so much! I really appreciate it.”

She wasn’t healed on the spot. I wish she was. But she was very impacted. I didn’t have a lot of further contact with her but it was an encounter for her that hopefully moved her along the Engel scale.

Jacuzzi Peeps

Like anything, I’ve gotten better at this the more I’ve done it. In 2021 I moved into an apartment complex in Southern California with an awesome jacuzzi. What a great way to meet people. Sitting in the nice hot water, people are open and friendly, (and somewhat of a captive audience lol). I have gotten to know some of my neighbors, including a couple (let’s call them Bill and Jane), Jane’s roommate (call him Tom), and another woman (Jasmine) who came to the jacuzzi almost every evening. I enjoyed chatting with them, and started building friendships.

One night, Jane said that her father was really sick; he had heart issues and some kind of blood problem. I asked her if I could pray for him. She said yes. So right there in the water, I moved closer, put my hand on her shoulder and prayed a simple prayer, something like this: “Lord I pray for Jane, for your peace. I pray for her dad, for healing of this heart condition, and for the doctors to give him the right treatment. Amen.” She was really appreciative, and we got to talk a bit about spiritual things.

Well about a month later we're at the jacuzzi again, and she says, "Hey my dad is doing great! Thank you for praying!" And before I could say anything her roommate Tom, not her boyfriend, says "And my cat got sick with a tumor, and I prayed for it and it got healed!" He was serious! You can't make this stuff up.

Over the next few months, I had more opportunities to pray with them for various felt needs. One night we talked about demonic stuff and it was intense. In early 2023, one day Jane told me that her roommate Tom was really sick. I texted him to see if he needed me to go to the store to shop for him. He said he was ok at the moment. Then in the next text, he said, "I lived the party lifestyle my whole life, it has almost killed me. If I survive, I am a changed man, just sorry it took this long to see the light." Wow! He did survive. I have been hanging out with him. He's reading his Bible. I'm looking forward to more with him.

The Israeli Guy

Last night after working on this book, I was at the jacuzzi, and a young Israeli guy who I met a year previously was there. I had chatted with him a few times before about Israel, having traveled to there and Egypt in 1992. I really like him, he's a great guy, super friendly. He had a knee operation last year and I brought him some snacks. Over the various interactions, I had built a bit of relationship with him. Well, last night (I wrote this the next day.) I went to the jacuzzi and he was there with a friend. We got talking about Israel and he said he was going back to visit in a month, and wanted to visit the Sinai area. That led to talking about the recent discoveries about the actual location of Mt. Sinai, and that led to talking about the Exodus and more. He kept asking questions and I shared for about 30 min. Finally, he said, "I need to learn more about this stuff, how can I do that? Maybe I should see the rabbi..." "I said, I could do some study with you." He said, "Yeah that would be great." I said, "Do you have any friends who might want to join us?" He replied, "Yeah, my brother probably would like it and I've got two other friends that might." Awesome! To be continued...

The Woman Who Couldn't Dance

I saved the most dramatic story for last. One Saturday night I was at a party with a lot of non-Christians as well as a few friends of mine. I was outside on the patio and started talking with a woman. I mentioned dancing (I enjoy ballroom and swing dancing), and she said that her ankle had been injured years before, and she had had several operations, and it still caused her a lot of pain. I felt faith rise up in me and I said, "Can I pray for you?" She said, "Ok." I said, "No I mean right now." She said, "Ok."

So I had her sit down on a nearby lounge chair, and I knelt down and put my hand on her ankle, and prayed a simple prayer for healing "Lord I pray for total healing in this ankle right now, and that all the pain would cease. In Jesus' name." I looked up at her and said, "How does it feel now?" She looked at me with this look of "It doesn't work that fast..." and suddenly her eyes got big and she said, "It doesn't hurt!" I said, "Really?" She said, "Yeah, it's not hurting." I was almost as shocked as she was! She was totally healed!

I saw her three months later and asked, "How's your ankle?" She said, "It's fine." I saw her another six months after that and asked, "How's your ankle?" She said, "It's good!" I've prayed for healing hundreds and hundreds of times, and I've seen people healed from headaches and stuff like that, and accelerated healing or total healing over time for various things, but that was my only instance of an instantaneous healing of something major. You might say, "What if I pray and there is never a healing? Better to try thousand times, and maybe you'll get one, like I did, than never try at all.

Now unfortunately I was too surprised to say, "Let me tell you about the Jesus who just healed you." Live and learn.

So Powerful!

It cuts right through the resistance. If it's a stranger, I usually don't tell them I'm a Christian. I just offer to say a prayer, and then the Holy Spirit can touch them. It's one of the most powerful yet simple ways to impact someone spiritually. **The main issue is the "fear factor."** It's a bit intimidating at first. But not only does it get easier as you do it, people respond so positively that you can't help but want to do it more! Anyone can do it and you don't need a 12-week course.

Invite: Personal Soul Winning

Every Believer Needs to Be Equipped to Lead People to the New Birth

The final step in the process of evangelism is to help the person commit themselves to the Lord, surrender their life, repent and get born again. Every person in your church should be trained in the basics of leading someone to become a Christian.

Pray through the Entire Process

You need to continue to pray for people in your SOI, especially for the ones who seem most open to the Lord. We are in a spiritual battle and the enemy is actively attempting to hinder us, and distract and blind non-Christians to God.

When you are engaging with someone, in the moment, you need to be praying and seek the Lord for guidance as you interact with them. He may give you a word of knowledge about the person you are ministering to and if so that can cause them to be totally open to the Lord. Pray against spiritual resistance and blindness from the enemy. Pray!

Look for Openness and Opportunities

When you are interacting with a non-Christian, look for opportunities in which they are open spiritually. If you've built some trust, and they get impacted through you ministering to them, or the Lord touching them directly, there will come a moment when they are open and hungry for more. Then you can take the next step which is to try to introduce them to Jesus. Don't try to force it if they're not open.

So often, at the first hint of spiritual interest, believers will immediately invite the person to church. I recommend doing more ministry with them first before doing that. Meet to study the Bible and share more of your story and more about salvation.

Share your Story (Testimony)

Once there is an opening, listen to their story, and share your story of how you came to faith (testimony). People can disagree with your theology or about Jesus but they can't argue with your story. They might not believe it, but it's your story and it's powerful. You should have a 90 sec., 5 min., and a 20 min. version of how you came to faith.

Share the Gospel ***

When you're finally at the point where the person is hungry for God and you sense they may be open to take the next step, then you need to share the message. It's good news! Good news that the savior Jesus has made a way for them to be saved from their sin through his sacrifice on the cross. They need God's love but they need the message: They are a sinner and lost without God; Jesus is the Savior; He died for their sins: They can be saved by believing in Him and repenting of their sins.

Share the basic message: It is very helpful to learn and use one or more of the basic gospel presentations. There are many such tools including:

- The Four Spiritual Laws (<http://www.4laws.com/laws/englishkgp/default.htm>)
- The Roman Road (<https://www.christianity.com/wiki/salvation/what-is-the-romans-road-to-salvation.html>)
- SALT (Start conversation, ask questions, listen, tell a story) (<http://twubsm.com/wp-content/uploads/2015/01/SALT-and-Sharing-the-Gospel.pdf>)

It's so important to make sure they understand. Don't assume they know the basics. Ask questions along the way to see if they understand. Read the appropriate Scriptures – the Word of God is Alive and Active and Powerful! Translate terms for them and give analogies to help them understand. Trust that even if they don't get the words just right, that Holy Spirit is working and He will meet them.

Pray with Them

When it seems that the person understands what is at stake (eternity), and what the choices are (believe in Jesus or reject him), and what they need to do (personally surrender their life to him), ask if they would like to pray to give their life to Jesus. Have them pray out loud, repeating after you as you lead them. When done, I like to ask, “Did the Lord come into your heart?” or something like that, and their answer helps to solidify the decision or indicate the need for clarity. In Rom 10:10 it says, “*For with the heart one believes unto righteousness, and with the mouth confession is made unto salvation.*” I think it’s important for them to confess verbally. I’m not going to give a lot of detail here; you know what to do.

What’s Next

Try to get the person into some fellowship immediately; take them to your small group, church service, etc. The first days are really important.

Practice and Learn

Help your people get practice. It’s very effective to practice with a friend: Role play in pairs; one is the Christian, one the non-Christian. Go through the Four Spiritual Laws, etc. Have your evangelists learn how to teach others and apprentice them. Remember how crucial it is to SHOW people, don’t just tell them.

Believers should study some basic apologetics to have a basic understanding of the Christian worldview and how to answer typical questions people have about: God’s existence; the validity of the Bible, evidence for the Christian faith; evolution; the problem of evil, etc. See <http://www.thegodtest.org/>, <https://reasons.org/>, <https://www.christianity.com/>, etc.

Small Group Outreach

We already covered this in Chapter 10 on Small Groups. We’re hoping that most of your church are part of a small group following the small group model we presented. Small groups can be a “platform” for outreach. Groups can do regular (monthly) casual non-churchy “**bridge**” events: Group members invite non-Christian friends from their SOI; this increases relational connection with them. Invite some Christians from the group, and some non-Christians, keep it casual, with food and drink. Examples are parties, dinners, service projects, sports watch parties, etc.

At these events, and in other interactions, look for opportunities to follow the relational evangelism model we’ve presented. Meet felt needs, look for opportunities to pray for them, ask the, “Where are you at on your spiritual journey?” question, etc., and at some point, share your story and the gospel.

It’s a process that often takes time. Look for other opportunities to get together with people. Keep interacting one-on-one or in these events; don’t invite the non-Christian to the regular group meeting until they are truly open. If they aren’t open, they aren’t open... move on and look for open ones.

Other Outreach Events

You are probably already doing some type of church sponsored events that are “attraction” evangelism “Come and see.” I’m including this section here, because even though these examples are “attractational” evangelism, they are best done in conjunction with relational evangelism. That means your members are doing relational evangelism and bringing their SOI contacts to events. If you rely on marketing flyers and Facebook ads you’ll get some response, but without the relationships it will be difficult to end up with many people that join your church.

- Activity events: Block parties, summer fun events, holiday celebrations, Christmas and Easter.
- Evangelistic meetings.
- Concerts
- Movies with discussion afterwards.

11. Outreach and Enfolding

- Join with other churches or city-wide evangelistic events.
- Once-a-month tailor your Sun service to be especially geared for visitors.

Here is an idea that we've done and it has a lot of potential: Have a team do a booth at local city summer outdoor concerts and fairs. The booth could offer prayer, free snacks, healing prayer, "destiny" readings which are prayer teams praying for people and getting prophetic words for them. Be creative!

Key: We simply HAVE to increase the interactions and connections with the non-Christian so there will be ongoing relationship. That's why it's generally more effective to interact with one's SOI because there already IS an ongoing relationship.

Conversation w/ a Non-believer (Podcast)

I did a podcast with a "progressive" non-believer online celebrity I'd met. Check it out.

<https://www.fractalfriends.us/fractalfriends/michael-brodeur>

Evangelism Training

Equipping

We want to make sure that we have good evangelists, and if you don't have any in your church right now, I would recommend that you import some. Because according to Ephesians 4:11 and 12, the purpose of an evangelist is not to win souls primarily, it's to equip the saints to win souls. Have good equipping evangelists come in who can train your people how to win souls in a very effective way.

Testimonies are powerful: First, have your people write out their testimony and share it in one-on-one, in their small group, and even at a large group service. Testimonies are integral to building culture!

The small group outreach worker is responsible to keep the small group focused outward by bringing evangelistic focus to meetings. Example: Once every 3-5 weeks, each of the small group team members shares for 5-10 minutes on their gifting. For example, the Outreach Worker would do a short training on some aspect of evangelism, such as giving your testimony, how to pray with someone to become a Christian, or lead an activity such as having everyone write out the names of people in their SOI who are open and then praying for them.

You should have regular training by your evangelists and other leaders for your small groups, and large group training by pastor or overseers/leaders in which members get training on the various aspects of personal evangelism. Use role play to practice.

When you have teams that do outreach activities such as praying for people "on the streets" for healing, sharing prophetic words, and spiritual treasure hunts, you can have them do training for people before the activity, and do "on-the-job" training during the activity.

An important key the evangelistic equipping is Role Playing. In the training time, separate your trainees into pairs and have one person be the "pre-believer" and the other person be the witness. Have them go through a ten-minute conversation that leads to a salvation prayer. Then have them switch and go through the same process. Don't be afraid to use some of the tools such as the "Four Spiritual Laws" or the Roman Road. These are not perfect tools but they are helpful in the training process to have a track to run on.

Teach People How to Be a Friend

Society has gotten less friendly and younger people especially are not as comfortable in social situations, so you may need to start at the most basic level of teaching people how to be a friend. That means teaching them and giving examples of how friends stick with each other, friends back up each other.

Friends are there for each other. Friends call each other out when they're doing something that's not cool. Friends tell you when you got lettuce in your teeth, whatever.

It's a different culture now: Because people are online so much they don't know how to relate personally. When you're online posting on Instagram, everyone's photos make their life seem so fabulous, but it's just not very real. We're going to have to help people learn how to build friendships. Find someone in your church that's really good at this, who's a natural, and have them start to share examples, and maybe really bring other people along with them as they “do life.”

If you follow our model for the small group, that's the kind of person you want to recruit for the outreach worker and also the host. The person who is outgoing, more extroverted, that makes friends, talks to strangers when they're in a store; they're naturally good at that. So, capitalize on that and let them do their thing and help other people that aren't quite as good at it.

I think a great first step in helping your people be more evangelistic would be to say, I want everybody once a week to do something intentional with a non-Christian: Go to lunch or dinner with someone, go to a club meeting, invite a friend or neighbor to an activity, etc. Do something to intentionally interact with non-Christians, and start to build relationships and see where it goes. Two hours a week. Not too hard!

Enfolding

Enfolding Is Incorporating New People into the Fellowship

Once you've led somebody to Christ, you need to be responsible for helping them become part of the church family. We call it “enfolding.” That requires a degree of intentionality. Bring them to a small group; bring them to the church service on Sunday, and pick them up if you need to. You're spending time with them intentionally. But as you build your church, make sure you're actually creating meetings that are designed to help new people become involved and part of the group. Enfolding is the bridge between reaching people and them being a solid member of the church community.

Enfolding is just part of the larger developmental process. You reach them, you make disciples, they grow spiritually, you mobilize them for destiny, and they reproduce. This is so important. You need to make it part of your culture: Celebrate it, teach it, model it, make it a priority of the church. People are craving love and connection. We have the answer! But if your church is cliquish and it's hard for new people to get to know others, you won't retain the new people that come in.

You need to bring people in such that they become a member of the church. There is a biblical basis for **membership**: Ps 23, Luke 15:4-7, Rom 15:1-7, Eph 2:19-20, 4:2, 32. We recommend that you bring people into membership; but membership can either be formal or informal, depending upon your structure, etc.

- **Informal** membership is as simple as, “Become part of our church, get involved by serving and giving and you'll be one of our members.” It is based on relationship.
- **Formal** membership is when you have somebody sign up, and they go through a membership class, and they sign some kind of covenant agreement at the end. It is based on an agreement, but what tends to count is the relationship.

Different cultures require different kinds of things. Think about your culture and what is best. We did both but ended up preferring informal leadership in San Francisco. We defined it as the concept of **team**: That means time, energy, and money. And that served as our definition of functional membership. If a person was devoting their time serving, putting in energy, and giving, they were considered a member.

Enfolding Pathways

You need to create enfolding pathways so that every aspect of the church is welcoming to new people. Provide “on ramps” for people to get involved. Make sure all of the following that apply are inviting, clean, attractive, and appropriate for the number of people you have.

- Welcoming **Facility**: Parking, children’s rooms, foyer/lobby, restrooms, sanctuary, seating.
- Welcoming **People**: Official greeters and ushers who are friendly and smile!
- Welcoming **Programs**: Info area, coffee shop, children’s reception and security.
- Welcoming **Large Gathering**: Worship, MC, offering, preaching, prayer ministry, visitor receptions.
- Welcoming **Small Groups**: Directions, contact phone, parking, entry, food, drink, friendly group.
- Welcoming **Classes**: Newcomers, church vision and leaders, new believers.
- Welcoming **Website**: User-friendly, current, and easy-to-find information.

Visitor Receptions: This is super important; I recommend you do one at least every month. and invite people to that visitor reception. You and some of your team should be at those receptions to connect with people, always looking for potential leaders. (Just realize that every new person brings with them their idea of what church culture should be, so you’ll need to find out what that is before putting them into any type of leadership.) Make sure that you have follow up classes or programs immediately, and that you actually draw them in. We had classes: membership, discipleship, and then partnership. Each one was 3-4 weeks, and that helped get them involved.

Developmental Pathway

Enfolding is part of the developmental process, so this is what the overall pathway looks like:

- **Friendship**: The initial goal of interaction is not attendance but friendship. Without friendship most visitors will not become members
- **Membership**: Then you bring them into some kind of membership with a simple curriculum, outlining the team concept (or whatever you decide for membership), explaining how the programs work, and introducing the leadership and ways to serve.
- **Mentorship**: We cannot mentor without a base of mutual commitment; each one is being mentored and mentoring another. This includes the pastor; you need to set an example of mentoring and being mentored.
- **Partnership**: People will not partner with your vision fully without connection. And they need to invest: Get people involved serving as soon as possible.
- **Leadership**: Once they are partnering with us, many will move into shared leadership and sending.

Bring people through this entire process of development as they grow; it’s a pathway from friendship all the way to leadership. Small groups are the key. Encourage people to go through your classes on Sunday morning, which I recommend you all have, and make sure they make it into a small group. Because if people don't make friends in a church, within a few weeks they will find another church. Prioritize making your church really “sticky” so that people are “sticking” to you.

Also, don’t try to close the “back door.” People don’t like to feel that you are locking them in. But instead, make the distance between the front door and the back door as long as possible, acknowledge that they won’t be with you forever, and encourage people to be 100% with you when they are with you.

Enfolding in Small Groups

Small groups are a key, they are your family unit, Heb 13:1-3. Development is the primary function of the small group, but enfolding is one of its other key functions. Teach small group members to **value inclusion**. Groups naturally tend to become ingrown and cliquish. It can be a serious barrier to community and growth when people only stick to their close friends. I’m sure you’ve all experienced coming in contact

with a group of people, and you don't know a soul... and no one says a word to you. It's excruciating! But it's natural for people to gravitate to their friends. You have to make a very strong effort to model and teach people to include new people in their activities.

- The **Outreach Worker** focuses on bringing in new people, and helping the group members think about how to reach their SOI for Jesus. They make new people welcome, by talking with them, introducing them to others, and praying for them; no one is left alone. This worker loves to reach out so let them do their thing.
- The **Host** helps new people to get connected with the rest of the group. They foster pastoral care by facilitating care (I heard that Suzy is in the hospital; let's go visit her.), and teaching and modeling "body ministry" for the rest of the group. Usually the host is a "people person," so they'll love using their gifts.
- The **Growth Coach** helps people become disciples, learn the Bible, and grow. They might arrange to meet one-on-one with those who are new to help them catch up; or those who don't know the Bible very well, to do some Bible study. They love to teach so turn them loose!

Don't just tell the team, "Love the people in our group." Give the team goals for phone calls and meetings; they aren't employees but let's get practical...so use SMART goals: specific, measurable, achievable, relevant and time-based. We are stewards entrusted with a task, and the Master expects us to use our gifts and talents well. Aim for developing a lifestyle of fellowship that is not event-driven but relational.

Review

Questions

1. What are several types of evangelism?
2. What do we recommend as the primary way to reach new people, and why do we think that's better for church growth?
3. What is our three step-model for reaching people?
4. What is one of the most powerful and easy ways to impact a non-Christian?
5. What is a great question to ask people to get into a conversation about spiritual things?
6. What is the job of evangelistically gifted people?
7. What are several things we can do that help to unfold people?

Answers

1. High-Profile, Power, Attractional, Missional, Servant, Relational, Viral, Luke 10 model.
2. Relational evangelism. People need trust to hear and receive the gospel, and that comes primarily from relationship. Relational evangelism builds trust through regular interaction that leads to opportunities to interact and impact them.
3. Interact – Impact – Invite
4. Pray for them for felt needs, in their presence.
5. Where are you at on your spiritual journey?
6. To facilitate evangelism and equip others to evangelize.
7. Welcoming facilities, greeters, children's church, lobby, etc. Regular visitor receptions. Personal invitations to small groups. Classes for new people to learn about the vision and meet the leadership. Personal meetings with new people.

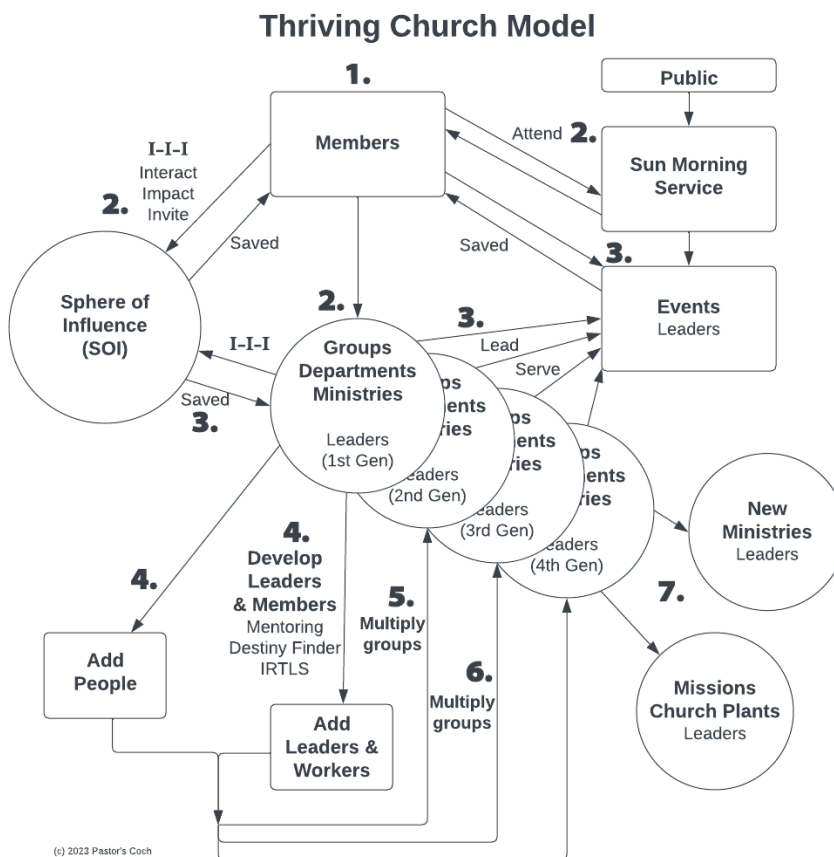
11. Outreach and Enfolding

12. Implementation

The Goal: A Thriving Church

Now we can present the thriving church model, and it will make sense (although it is a bit complex).

1. Start with some members.
2. Members of the public randomly come to Sunday morning service, or are invited by Members.
2. Members join small groups or ministry departments / teams led by a team with a leader. Small group teams use Destiny Finder to develop members.
2. Members reach out to Non-Christians in their Sphere of Influence (SOI) by Relational Evangelism.
3. People in member SOIs get saved and become members, and some are added to small groups.
3. Members attend events (Sun service, classes, outreach events, missions) led by leaders.
3. Teams use Destiny Finder to develop members; members volunteer to serve/lead at events/ministries.
4. The group members use relational evangelism to bring in new people to the groups.
4. The group teams use IRTLs and apprenticeship to develop assistants to be new leaders.
5. As new people are added, and new leaders are developed, the groups multiply the 2nd generation.
6. The cycle repeats: groups continue to multiply the 3rd and 4th generations and so on.
7. Multiply everything: Leaders start new ministries, missions, churches.

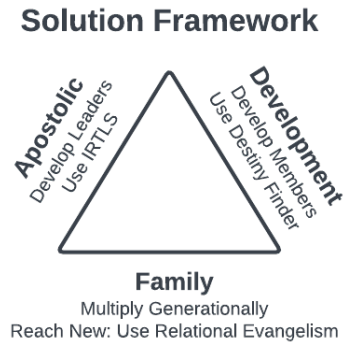


The Solution Framework

To become a thriving church, we need to make a shift:

- Change focus from pastoral to **apostolic**, reactive to proactive, develop leaders using IRTLS.
- Do church as a spiritual **family**, and use relational evangelism to expand the family.
- **Develop** members using Destiny Finder.

Our approach is from the inside out. We start with the senior leader, then shift the primary and secondary leaders, and then shift the rest of the members. We've summarized this in the 5 Growth Steps.



The 5 Growth Steps Overview

1. Make the Shift to Apostolic Family Development

- Understand and commit to the paradigm shift.

2. Launch 1st Generation Group (Pilot Group)

- Do Pre-Pilot sessions, Pilot Group does Destiny Finder.

3. Launch 2nd Generation Groups

- Public small groups and departments develop leaders with IRTLS; develop members with Destiny Finder; use Relational Evangelism to reach new people; and multiply at 6-9 months.

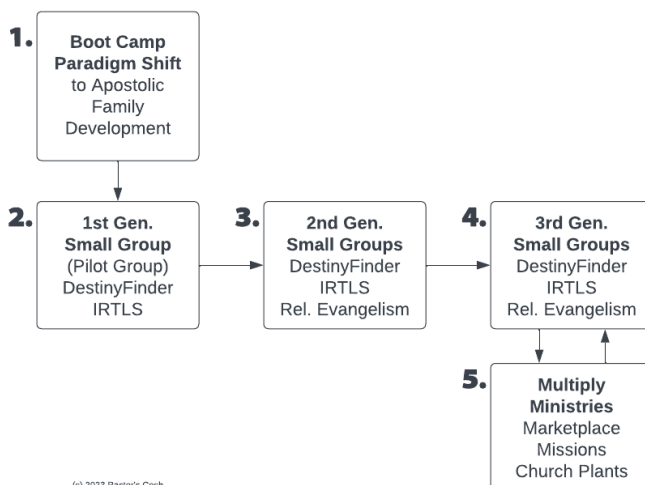
4. Launch 3rd Generation Groups

- 2nd Generation leaders and new teams launch new groups, same activity.

5. Multiply Ministries

- Once your discipleship process is going, multiply everything. Reach more people; develop more members and leaders, new ministries, marketplace ministry, missions, church plants, etc.

The 5 Growth Steps



Pilot Group Overview

Goal: Begin the Shift

We've listed all the steps in the Action Plan in Chapter 14, but the Pilot Group detail is here.

The Pilot Group is an opportunity to begin the **cultural shift** from pastoral to apostolic-family; to create or reset the DNA of the church at the core with the best leaders you have.

Most people, even leaders, have never been truly trained how to reproduce, so this group is your opportunity to train your leaders and establish the culture that you desire. The focus will be on developing leaders and members, mobilizing every member for ministry, and reaching the lost. Opportunities like this to make a major change are **rare**, so make the most of it.

This Is the New Model Small Group

The Pilot Group takes place in the form of a small group. It is the first-generation small group, and **it becomes the model to be replicated** with the rest of the small groups. The pastor will lead the group, and it will include the primary or core leaders (the redefined overseers), and the secondary leaders (10-20 other leaders). It will go for 12+ weeks. The Pilot Group includes three Pre-Pilot sessions, then the Pilot Group sessions for 12 weeks

The goal is to develop the leaders to be **reproducers**, and to carry the **apostolic family culture**; if you can't create a great small group with your best people, you can't expect your less committed people to be able to do it. This group needs to create a dynamic and spiritual experience that ignites/reignites vision for each person's calling and service, as well as understanding and aligning with the vision of the senior leader for the church.

Also, with the **senior pastor leading** by vision-casting, encouragement and example, the group experience will foster true community, prayer, passion, and focus or refocus on shifting to an apostolic leadership approach. It needs to be an awesome small group!

Format

The Pilot Group will be a weekly small group meeting for about two hours, in a home if possible. The Destiny Finder meetings are family time, not planning meetings. See the *DF Small Group Program Leader Guide* for detail on the model and format suggestions.

You need to do whatever it takes to get your leaders there: Provide child care, dinner, rides, etc. This is a unique opportunity to shift your culture. Don't blow it.

To Ease the Transition, Do a Special Large Group Meeting

Because all of your primary and secondary leaders are already leading groups or teams of some kind, it will be hard for them to free up another night for the Pilot Group. Here is a suggested solution: Have all the small groups shut down when you do the Pilot Group. Instead, **you can do a special meeting for everyone in the church**. Do an in-depth study of the book of Romans or something else that's got significant content. Maybe have a worship leader do a few songs, but this should be fairly easy to do and not require a lot of manpower.

You announce it to the church: "I'll be doing a special small group with all of our overseers, group leaders and department heads for 12 weeks. In order to free them up I'm asking all of our small groups to take a break. I will be doing a study on (Romans, Boundaries, Prayer that produces miracles, etc. Or bring in a guest speaker or series.) that has changed my life. After the break we'll be starting some new Destiny small groups and I promise they are going to be really powerful."

This frees up your small group leaders, and it provides a good way to end the current groups, because you want to do groups in a new way (apostolic). You'll get resistance from some members and you may have to meet personally with some to help them understand what you're doing and why, but you can't keep doing the same thing and expect different results... right?

It will be more of a stretch for your department heads to be part of the Pilot Group, so do whatever you can to make it possible. Get them extra help, restructure some things, etc. This is a big shift to make, and you'll need to get all or most of your leaders on board or it will not have the cultural impact and fall flat. Once you try it, if it does fall flat, you won't have another opportunity for a couple of years because you will have used up much of your "relational equity."

Recruiting Pilot Group Members

Once you have planned the dates for the Pilot Group, you need to **identify** the leaders who are or have the potential to be reproducers and personally invite these people to join the Pilot Group.

This group should include

- The **Primary Leadership Team** (current overseers, elders, etc.)
- The **Secondary Leadership Team** (department heads, ministry and current small group leaders)

It should total around 15-20 leaders. If you don't have enough experienced leaders at present, invite a few potential leaders. Some of your leaders may turn out to not be interested in becoming people-developers. Others who you weren't sure about may rise to the occasion and enthusiastically embrace the shift. These leaders will eventually lead the public small groups.

You invite the leaders you want in the Pilot Group to be part of the group, making it clear this is by invite only. The goal is to develop them to lead the next generation of groups and to be reproducers. This is about developing a spiritual reproduction process as the culture and lifestyle of the church.

When recruiting for the Pilot Group, you should make clear that the **expectation** is that after the Pilot Group, the participants will help multiply groups. That means they will help lead the next generation groups AND help lead and launch the generation of groups after that. This means a commitment of around two or more years. Some may be hesitant... do what you can.

The participant's reward or incentive is that you will personally spend time and energy developing them to fulfill their destiny (so that they have maximum fulfillment and impact). To help in recruiting prospective Pilot Group members, you can show some of the Pastor's Coach videos.

If the church is large enough to have more than 15-20 existing leaders, you may want to do a second Pilot Group with the other leaders, and that would be run the same.

Agenda Summary

There are 3 sessions you do with only your primary group (overseers). Then 12 weeks with both the primary and the secondary leaders:

- Pre-Pilot: First, the senior pastor, spouse and overseers ONLY do Sessions 1-3. Those three sessions can be done on a single day if necessary. The idea is to get the overseers on board first.
- Pilot Group: Then the entire group consisting of the overseers and the secondary leaders do sessions 1-12 usually over 12 weeks.
- See Chapter 13 for the complete *Pilot Group Guide* to use with your team.

Preparation

These steps are noted in the Action Plan but repeated here for future reference. Before you do the Pilot Group, you should do the following:

- Realign your overseers. (See Chapter 9)
- Finalize the dates, etc., for the Pilot Group.
- Invite the overseers to the Pre-Pilot and Pilot Group sessions.
- Invite the secondary team leaders you want for the Pilot Group.
- Print the *Pilot Group Guide* and give to each Pilot Group member.
- Order the *Journey Guide PRO* for each Pilot Group member, or if you're not going to use the online tool, print out the entire *Destiny Finder Workbook* in Chapter 6 (three-hole punch and put in binders).

Review

Questions

1. Describe the goal of a thriving church; what does it look like?
2. What is Growth Step 1?
3. What is Growth Step 2?
4. What is Growth Step 3?
5. What is Growth Step 4?
6. What is Growth Step 5?
7. Why do we want you to do the Pilot Group?
8. Who should be in the Pilot Group?

Answers

1. A healthy dynamic church led by healthy leaders who are intentionally developing members to grow in spiritual maturity; discover and fulfill their calling; reach the lost; serve in groups and ministries; and multiply themselves.
2. Make the shift to apostolic-family-development.
3. Do the Pilot Group (1st Generation Group)
4. Launch 2nd Generation Groups
5. Launch 3rd Generation Groups
6. Multiply Ministry – reach more new people, multiply all groups and ministries, missions, church plants, etc.
7. To pass on the shift to the leadership. It's primarily a shift in culture, so the Pilot Group provides a powerful way to do that. And it provides an opportunity for you, the senior leader, to have direct impact on them.
8. Primary and Secondary Leadership Teams.

12. Implementation

13. Pilot Group Guide

See Chapter 12 for instructions to do the Pilot Group. This guide is designed for the Pilot Group meetings.

Agenda

There are 12 sessions but the first three get repeated with the overseers:

- First, the senior pastor, spouse and overseers **ONLY** do Sessions 1-3. Those three sessions could be done on a single day if necessary. The idea is to get the overseers on board first.
- Then the **entire group** (the overseers and the secondary leaders) together do Sessions 1-12.
- We've noted tasks for the **Administrator** who is not in the Pilot Group, unless they're a leader.

Sessions

Session 1: Where Are We?

Pastor Instructions

- **Who attends:** Do Sessions 1-3 only with the overseers. Then repeat with everyone.
- **Goal:** Get consensus on the need to shift.
- **Pastor:** Lead the meeting, make sure everything is ready for the rest of the Pilot Group.

Administrator

- Make and distribute copies of this *Pilot Group Guide* to everyone invited to join.

Pastor and Spouse Share their Story

Share your heart, commitment, and realization of the need to change.

Reality Check (Team Answers)

Current Vision, Mission & Values

- What's our Vision (1-15 words)?

- What's our Mission; how do we accomplish our Vision? (2 sentences or less)

- What are our top five Values?

What Have We Been Doing? (Dr. Phil question)

List the top five activities that the church has been doing:

- 1.
- 2.
- 3.
- 4.
- 5.

How's That Working for Us? (Second Dr. Phil question)

List the actual number in the past year:

Attendees: _____; Salvations: _____; Baptisms _____; New people serving _____;

New leaders _____; New Small Groups, departments or ministries _____

What Was Ministry Like for Jesus and the Early Church?

- Mark 3:13-15: He called the ones He wanted, to be with Him, to send them out as apostles.
- Luke 6:12-13: He prayed long enough to hear His Father, chose 12 out of a larger group.
- Luke 8:1-3: He modeled ministry to the 12 and supportive women.
- Luke 9:1-5: As He disciplined them, He sent them out to do the ministry/ shared responsibility.
- Luke 10:1-12: Somehow 72 others had to know how to minister, prob. from the 12?
- Matt. 28:17-20: They weren't perfect, but called to make disciples (be with them to send them).
- Acts 2:42-47: Early church lifestyle; teaching, fellowship, meals, prayer, miracles, unity, generosity, caring, worship, joy, growth.
- Acts 2:46 They continued to meet in the temple and from house to house. Large group celebration and worship, small group relationships and discipleship.
- Acts 20:20: They met for public gatherings and house to house.
- Rom 12 Body ministry; every member necessary.
- 1 Cor 12, 14 Each member contributes to the group meeting.
- Eph 4:11-12 Leaders are to equip the saints/members for ministry.
- 2 Tim 2:2 Paul to Timothy to faithful men to others. Four generations of multiplication.

What Are the Primary Differences Between Them and Us?

Three Types of Churches

The Fantasy Church

One of the most popular current games is Fantasy Football, where players assemble make-believe teams from real-life players and battle one another. Although it's a fun pastime, it is not like the real game of football. In the real game, plays are run, contact is made, points are scored, and titles are won. In the fantasy game, all the results are imaginary and reality remains unaffected.

This is a perfect parallel to what we can call Fantasy Church, in which **we go through all the motions of church but never really move the ball** or score real points. Much like an athlete running in place—the members are working hard and expending a lot of energy, but they never truly “arrive.” In the fantasy church, we conduct worship services in which people come for an hour and then leave, with very little measurable change in their personal lives, or in the impact in the surrounding community. In fact, many of the largest churches in the world are located in communities with the most troubling social statistics. A fair question that every church needs to ask itself is this, “If you were to close your doors tomorrow, would anyone except your members notice you were gone?”

Many churches have lost the real metrics for measuring success and have defaulted to a set of measurements that are irrelevant to Heaven's priorities. We measure attendees, income, buildings, and events, while Jesus measures the transformation of souls, saints and spheres. In the fantasy church, the majority of people's time, energy, and money goes into maintaining the status quo and managing members until they get to Heaven, and only a small percentage of the church's resources is used to advance the Kingdom of God. In the fantasy church, we fall into a maintenance pattern that makes us feel like we're “doing church,” but not achieving any noticeable or measurable outcome.

Fantasy: Vision without evaluation, passion without a plan, maintenance without movement

The Factory Church

In response to fantasy church, many churches develop a variety of systems and programs designed to accomplish the Great Commandment and the Great Commission. These models produce program-based churches that are designed to streamline the discipleship process and create cookie-cutter Christians in an efficient and effective manner. The Factory Church can be a mega-church or a cell-church but the eventual outcome is the same. They end up with a system that relies on policies and programs rather than on relationship and personal process.

Unfortunately, Factory Churches almost always **end up being like a massive furnace**, with all the members feverishly shoveling coal to keep the fire burning. Our resources are drained and we slowly burn out. Churches thrive best when they exist to foster the destinies of their members, not exploit their members to fulfill the destiny of the church. As Jesus once said, “Man was not made for the Sabbath but the Sabbath for Man.” Factory Churches tend to get the cart in front of the horse and that leads to frustration and eventual fruitlessness. Although the innovators of this kind of church have the best of intentions, they opt for a corporate model of church rather than Kingdom.

Factory: Wineskin without the wine, duty without delight, organization above individual

The Family Church

What is the alternative? We believe it is the family church. Every believer intrinsically desires to be part of a healthy spiritual family, but building this kind of church can be full of challenges. In the first place, our model of family in current culture has been damaged through materialism, workaholism, divorce and a hundred other problems. This has produced a deep wound of **orphan-hood** in our culture. This orphan-hood leads to a deep “performance orientation,” where people strive to receive love and acceptance through outward achievement, or where others just give up trying in resignation and resentment.

Many churches mistakenly utilize the orphan mentality to recruit and reward their workers. In response to this, many people have romanticized the idea of “The Family Church” into a Disneyland ideal, of a place where each member is accepted, loved and cared for, without any expectations of reciprocation. In pursuit of this ideal, we miss the whole point of family. When I ask leaders to define what they mean by Family Church most will say, “A safe place to belong.” Is this really what a true family is all about?

You are called to be a spiritual father or mother to your congregation, which means you have a certain responsibility that is similar to natural parenthood. **A true family church benefits all members and powerfully grows the next generation.** The process of building a true family church is almost never accidental. A healthy family is built on the solid ground of unconditional love and acceptance. Without this essential foundation, a home will always revert to an orphanage. However, love is not the only quality that defines family; in order to truly understand family, we have to consult Scripture.

When God created the first family, He had a prime purpose in mind. He told them, “Be fruitful, multiply, fill the earth and subdue it.” In other words, family is God’s methodology for ruling the earth and filling it with His glory. It is also His methodology both in redemption and restoration. True family is not about raising children. It’s about raising mature healthy adults.

Family: Individual above organization, development above delegation, diversity + unity = synergy

What Type of Church Are We?

Do we need to change?

Session 2: Where Do We Want to Go?

Pastor Instructions

- **Who attends:** Do Sessions 1-3 only with the overseers. Then repeat with the larger group.
- **Goal:** Clarify the vision.
- **Pastor:** Lead the meeting. Summarize the goal of family church.

Administrator

- Remind all those invited about the meeting. Provide a few extra copies of this guide.

Recap – Where Are We?

Do We Want to Be a Family Church?

What Does the Bible Say About Doing Church as a Family?

- Creation: God’s idea in creation is family. Gen 1:26
- Redemption: God’s idea in redemption is family. Gen 12
- Restoration: God’s idea in restoration is family. Matt 28:18-20
- Rearing: God’s idea in spiritual child rearing is family. 1 Thess 2:4-12
- Reproduction: God’s idea in reproduction is family. 1 Cor 4:14-17, 2 Tim 2:2

Key Elements of a Family Church

- Mature leaders become spiritual fathers and mothers who intentionally develop the next generation of spiritual sons and daughters.
- The goal is development into maturity.
- Raising children well is very intentional, time intensive, messy, and sacrificial.
- A healthy family is built on the solid ground of unconditional love and acceptance. Without this essential foundation, a home will revert to an orphanage.
- A healthy family provides the following: identity, community, responsibility, maturity, destiny.
- Every member and leader should be mentored by someone and be mentoring someone.

Spiritual Development Life Cycle

We want to create self-reproducing, spiritually mature people. The Family model is ideal. Consider how humans develop physically, and the spiritual equivalent:

Stage	Maturity	Responsibility	Goal
Infant: 0 - 1	Receiving	Attender	Love and trust
Toddler: 1 - 3	Interacting	Member	Discovery
Child: 4 - 12	Participating	Group member	Development
Adolescent: 13 - 19	Serving	Volunteer	Apprenticeship
Adult: 20 - 60	Self-Governing	Leader in training	Function
Parent: 25 - 60	Leading others	Leader	Develop others
Grandparent: 50 - 100	Leading through Leaders	Overseer/Director	Supervise others

Note: someone may be young chronologically but older in terms of spiritual maturity, and vice versa.

What Would Our Ideal Church Look Like?

Describe the Ideal in the Following Areas:

- Worship: _____
- Discipleship: _____
- Evangelism: _____
- Children and Youth: _____
- Bible Teaching: _____
- Small Groups: _____
- Supernatural Experiences: _____
- Healing: _____
- Fellowship: _____
- Expansion: _____
- Missions: _____

Some Suggestions:

- We are ministering to the Lord in worship and connecting with him.
- We are reaching the lost in significant numbers.
- We are seeing new people become engaged members.
- We become excellent disciples and mentor others to do the same.
- We truly follow the example and teaching of the Bible.
- Church leadership lives out values first, and then is willing to reproduce them in others.
- We are naturally supernatural, where the prophetic flows, miracles occur, and real-life change happens.
- We have a culture in which the “one-another” verses of the NT are practiced.
- We have a primary focus on training and sending (apostolic), rather than caring and keeping (pastoral).
- We have intact families that are thriving.
- We have a process for development and multiplication
- We have fun and enjoy each other along the way

State the Vision

Get and give feedback.

(Suggested: Family approach to make disciples who become like Jesus, fulfill God’s calling to serve, multiply.)

Commit

Pray and commit to fulfilling this vision.

Session 3: How Will We Get There?

Pastor Instructions

- **Who attends:** Do Sessions 1-3 only with the overseers. Then repeat with the overseers and secondary leaders, and continue to Session 4 and on.
- **Goal:** Understand and get consensus on the plan.
- **Pastor:** Lead the group through the 5 Growth Steps and schedule, modifying as needed.

Administrator

- Print copies of the *Destiny Finder Workbook* (Chapter 6) and get it (or digital copies if they prefer) to each of the Pilot Group members (primary and secondary leaders) to be used in Sessions 5-12.
- Print copies of Chapter 10 on Small Groups and give to each member. Ask the group to read it before Session 4.
- Make sure every group member has a *Journey Guide PRO* account, or, if you're not getting the online tool, they will use the *Workbook* (Chapter 6).
- Send reminders to the entire Pilot Group about meeting for Session 4 and on.

Recap – Where Are We Going?

Have the team try to recite the vision.

The PLAN: The 5 Growth Steps

Summary

The shift is to a thriving church, characterized as Apostolic Family Development.

- **Apostolic:** Focus on training and sending, especially developing leaders.
- **Family:** Spiritual fathers and mothers develop spiritual sons and daughters into maturity, and reach the lost to expand the family.
- **Development:** Develop each person into their calling.

To shift to, we need to change the vision, mission and culture at the heart of the church. It starts with the leadership and works from the inside-out. The way this will happen is by relationship and instruction, starting with the senior pastor(s), make and pass on the shift to the next set of leaders, and from them to members, and so on.

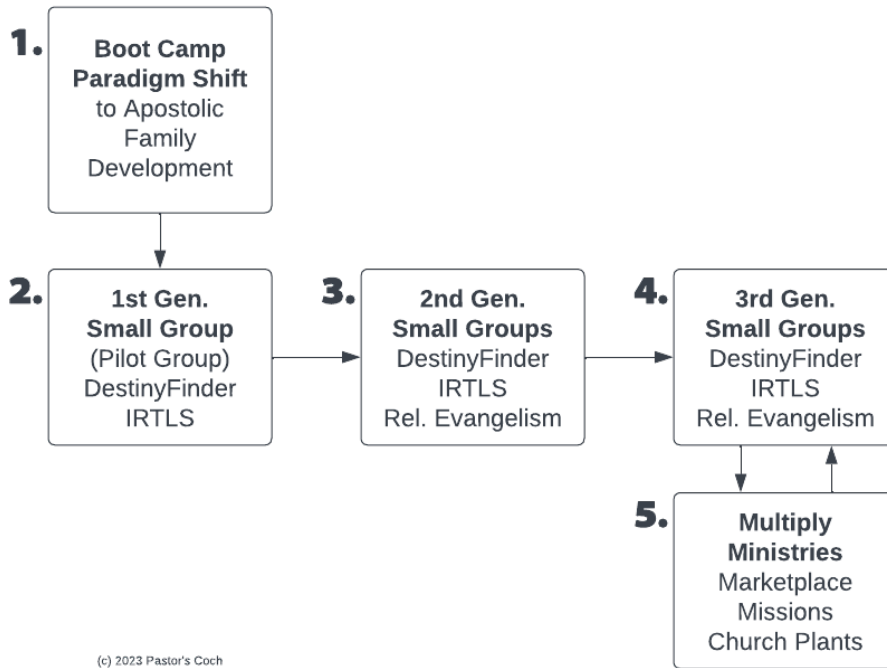
The approach is primarily two-fold:

- Personal development (discipleship) according to one's destiny and calling.
- Apostolic small groups that are geared for development

High-Level View

Here's a high-level view of the five major steps to implement this in our church. It will take at least two years, more like three, to make the shift completely.

The 5 Growth Steps



Step 1. Make the Shift to Apostolic Family Development

Understand the approach and commit to being proactive and shifting your church to AFD. The pastor has gone through the Quintessential Church material which covers this.

Step 2. Launch 1st Generation Group (Pilot Group)

The pastor leads the leadership team through the *Destiny Finder Small Group Program (Pilot Group)*. We're in that group now, and we'll go through that program in the next few weeks.

Step 3. Launch 2nd Generation Groups

The Pilot Group leaders (you) lead public groups for 7-9 months, in which the leaders lead great meetings. You will use a leadership development model of Identify-Recruit-Train-Launch-Support (IRTLS) to develop new leaders. You will lead the group through the *Destiny Finder Small Group Program* to develop members. You will also lead the members to do Relational Evangelism to reach new people. The leaders of departments will do the same with their teams.

Step 4. Launch 3rd Generation Groups

The addition of new leaders and new people will enable the groups to multiply. They will follow the same plan as the 2nd Generation groups.

Step 5. Multiply Ministries

As new leaders and members are developed, we will multiply everything: Launch new Ministries, Marketplace Ministry, Missions, Church Plants, etc.

Get Feedback

Get feedback from the team and modify the plan if needed.

Determine the Teams That will Lead 2nd Gen Groups

All of the people in the Pilot Group will form the teams. We want teams of five with one of them as the primary leader (see Chapter 10). The total people in the Pilot Group will determine how many teams you can have. If you have 15 total, you can have 3 teams of 5 each, therefore 3 groups. If you have 20 people you could have 4 teams of 5.

You may be able to get by with teams of 4 if one doubles up on the roles, but we strongly suggest no less, because we want all five quintessential ministry gifts to be represented. Let's not go back to only one or two leaders doing everything! **We're trying to shift to apostolic family development groups, not continue with pastoral topical groups.**

1. Determine which of the overseers, including the pastor, if necessary, will be the primary leaders for the three or four 2nd Generation Groups that will launch after the Pilot Group.
2. Determine which of the secondary team members will be on each team with each overseer-primary leader. This is subject to change based on how the Pilot Group goes. But these teams will function as teams for at least one week each in the Pilot Group.

Pray and Commit

Ready to get started? Seek the Lord!

Session 4: The Small Group Model

Pastor Instructions

- **Who attends:** The overseers and the secondary leaders will attend sessions 4-12.
- **Goal:** Understand the small group model. This is a training session.
- **Pastor:** Trains the group on the small group model.

Administrator

- Everyone should have already received a printed copy of Chapter 10 on Small Groups, but provide a couple of extra copies to the pastor just in case.
- Make sure every group member has a *Journey Guide PRO* account, or, if you're not getting the online tool, make sure each has a physical *Workbook*.
- Sends email or text reminders to everyone invited to the Pilot Group for next week's meeting.

The Small Group Model

The group was supposed to read Chapter 10. Briefly go over the following sections:

- Why Small Groups
- Make Small Groups Apostolic
- Small Group Model
- Team
- Meeting Format
- Group Functions
- Launching New Groups
- Small Group Weekly Agenda

Small Group Weekly Agenda

This has some detail so go over this carefully with everyone.

Teams – Important!

For the first four weeks, the team will have the senior pastor be the primary leader, and the 3 overseers (the ones who will be primary leaders in the 2nd generation group.) and one additional overseer, or maybe a spouse, will serve in the four other roles of the team (worship leader, outreach worker, host, growth coach).

One of those other team members will also be the assistant leader, supporting the primary leader.

The next three weeks those three overseers will each serve as the primary leader for one week, and the other Pilot Group members (any other overseers, and the secondary team leaders) will serve in the four roles for each team. This way everyone will be fulfilling at least one role for at least one week. These teams will be the ones that launch the 2nd generation groups after the Pilot Group.

Assignments

Go over the team assignments with everyone; who will be the primary leaders, who will fill each role each week, etc.

*** Depending on how big your Pilot Group is, you'll have 3 or 4 teams to lead 2nd generation groups; those are the teams listed below that each get at least one week leading during the Pilot Group. If you have 3, then Team 1 will do the last week. If you have 4 teams, then Team 4 does the last week.

Wk	Team	Primary Leader	Asst Leader	Worship Leader	Outreach Worker	Host	Growth Coach
1	Overseers	Senior Pastor					
2	Overseers	Senior Pastor					
3	Overseers	Senior Pastor					
4	Overseers	Senior Pastor					
5	1						
6	2						
7	3						
8	4 or 1						

The Pilot Group Is Only 12 Weeks, the Next Groups Will Be 9 Months

Yes, this is accelerated training, but since these are all leaders, they should be able to learn it fairly quickly. We'd love to take three years, and just focus on a few people but most of us don't have that opportunity. (Which is why it's so important to carve out quality time with people to develop them.)

Don't get too hung up on the structure; concentrate on the presence of God, and ministering to each other, and learning about one's destiny and calling. **The material is so good, we can guarantee that the Pilot Group will be awesome!** And for the same reason, the 2nd generation groups will be awesome! The real test will be for the 2nd generation group leaders to grow the groups and develop assistant leaders in order to multiply and launch 3rd generation groups. Once you do that, you will know that the shift of your **culture** is happening.

Make sure you do lots of personal ministry: prophesy over people, encourage them, call them up to the vision. Much of this is more "caught than taught" **so BE an apostolic family developer!**

Content

For weeks 5-12, the Pilot Group will BE a small group. These meetings are NOT training; the group time should be an awesome small group, that will serve as the template for all future groups. It's going to be a profound experience!

The group will go through the complete **Destiny Finder Small Group Program** which includes the **Workbook**, the **Videos**, and the **Journey Guide PRO**, or only the manual **Workbook** if you're not getting the online tool and the videos.

The team members will function in their roles as described above, although some will be a bit limited because it's a closed group.

Pray...A Lot!

Session 5: Destiny Finder Week 1

Pastor

- **Who attends:** From here on it's the entire group of overseers and secondary team leaders.
- **Primary Leader:** Senior pastor leads the intro, announcements, any large group discussion. Also makes sure the other team members know what to do.

Administrator

- Every week the admin. should send text or email reminders for next week's meeting, help with *Workbook* binders, *Journey Guide PRO* accounts, etc.

Overseer Team Instructions

Team: The 3 overseers who will lead the 2nd generation groups (or 4 if you have enough total leaders for four teams), and one additional overseer or leader will fill the following roles for this session:

- **Assistant Leader:** Assigns people into clusters of 3-4 for discussion and prayer.
- **Worship Leader:** Leads 1-2 songs, no more or you'll blow the time, especially because the first night may have some glitches.
- **Outreach Worker:** Share for 5 minutes on relational evangelism; why it's important.
- **Host:** Manages the location, snacks, child care, rides, pastoral care if need (If anyone is sick, they organize a visit or meals, etc. Yes – do it for real!)
- **Growth Coach:** Help people getting set up with the Destiny Finder online tool if you're using it. (And you really should... it's amazing!)

Meeting Content

- Follow WEEK 1 of the *Destiny Finder Small Group Program Workbook*: Worship, watch Video 1, go through the Formative Influences worksheet, get together in clusters for discussion and prayer, etc. Just follow the *Workbook*, and follow the Team Instructions.
- **Goal:** Get a vision for your personal destiny.

Assignments

Follow the *Workbook*; there is an assignment each week. Week 1's assignment is to do the Ministry Gift Assessment (either online in the *Journey Guide PRO*, or in the *Workbook*) and bring the results to next week's meeting.

Session 6: Destiny Finder Week 2

Pastor

- Talks to all overseers to make sure they do the ministry gift assessment homework.
- **Primary Leader:** Senior pastor leads the intro, announcements, any large group discussion. Also makes sure the other team members know what to do.

Administrator

- Send weekly email reminders to everyone.

Overseer Team Instructions

Team: The 3 overseers who will lead the 2nd generation groups (or 4 if you have enough total leaders for four teams), and one additional overseer or leader will fill the following roles for this session:

- **Assistant Leader:** Assigns people into clusters of 3-4 for discussion and prayer. Also makes arrangements for the prophetic team to come for Session 8 (Destiny Finder Wk. 4).
- **Worship Leader:** Leads 1-2 songs.
- **Outreach Worker:** Nothing this session.
- **Host:** Manages the location, snacks, child care, rides, pastoral care if needed.
- **Growth Coach:** Share for 5 min. on why we're doing Destiny Finder and the idea of development.

Meeting Content

- Follow WEEK 2 of the *Destiny Finder Small Group Program Workbook*, and Team Instructions.
- **Goal:** Understand your primary ministry gift.

Session 7: Destiny Finder Week 3

Pastor

- Checks with the admin. to make sure they do reminders each week.
- **Primary Leader:** Senior Pastor leads the intro, announcements, any large group discussion. Also makes sure the other team members know what to do.

Overseer Team Instructions

Team: The 3 overseers who will lead the 2nd generation groups (or 4 if you have enough total leaders for four teams) and one additional overseer or leader will fill the following roles for this session:

- **Assistant Leader:** Assigns people into clusters of 3-4 for discussion and prayer.
- **Worship Leader:** Leads 1-2 songs.
- **Outreach Worker:** Nothing this session.
- **Host:** Shares for 5 min. on Rom 12:9-13 about the "one another" verses. Manages the location, snacks, child care, rides, pastoral care if needed.
- **Growth Coach:** Nothing this session.

Meeting Content

- Follow WEEK 3 of the *Destiny Finder Small Group Program Workbook*, and Team Instructions.
- **Goal:** Understand your primary motivational gift.

Session 8: Destiny Finder Week 4

Pastor

- Does separate check-ins with the Overseers to make sure they are tracking.
- **Primary Leader:** Senior pastor leads the intro, announcements, makes sure the new team for the next week is ready.

Team Instructions

Team: The 3 overseers who will lead the 2nd generation groups (or 4 if you have enough total leaders for four teams) and one additional overseer or leader will fill the following roles for this session:

- **Assistant Leader:** Assists the worship leader and the prophetic team that will minister.
- **Worship Leader:** Leads 1-2 songs, lead large group ministry time along with the prophetic team.
- **Outreach Worker:** Nothing this session.
- **Host:** Manages the location, snacks, child care, rides, pastoral care if needed.
- **Growth Coach:** Makes people aware that he/she is available to help people catch up etc.

Meeting Content

- Follow WEEK 4 of the *Destiny Finder Small Group Program Workbook*, and follow the Team Instructions. Note: This meeting does not break into clusters but does large group ministry.
- **Goal:** Understand your and activate the manifestation gifts.

Session 9: Destiny Finder Week 5

Pastor

- Does separate check-ins with the overseers to make sure Team 1 is ready.
- From here on, the senior pastor is not leading directly, except for the very last session, but is overseeing everything and giving feedback in separate meetings with individuals.

Team 1 Instructions

Team: This week the **TEAMS CHANGE!** Team 1 leads. The Team 1 overseer will become the new primary leader, and the four secondary leaders assigned to the team will fill the other roles.

- **Primary Leader:** Team 1 overseer leads the intro, announcements, any large group discussion. Also makes sure the other team members know what to do.
- **Assistant Leader:** Assigns people into clusters of 3-4 for discussion and prayer.
- **Worship Leader:** Leads 1-2 songs.
- **Outreach Worker:** Have everyone write down top 3 most open people in their SOI, encourage them to invite to lunch, etc., and pray for them in the clusters.
- **Host:** Manages the location, snacks, child care, rides, pastoral care if needed.
- **Growth Coach:** Nothing this session.

Meeting Content

- Follow WEEK 5 of the *Destiny Finder Small Group Program Workbook*, and Team Instructions.
- **Goal:** Create dream rough draft.

Session 10: Destiny Finder Week 6

Pastor

- Does separate check-ins with the Overseers to make sure Team 2 is ready.

Team 2 Instructions

Team: This week the **TEAMS CHANGE AGAIN!** Team 2 leads. The Team 2 overseer will become the new primary leader, and the four secondary leaders assigned to that team will fill the other roles.

- **Primary Leader:** Team 2 overseer leads the intro, announcements, any large group discussion. Also makes sure the other team members know what to do.
- **Assistant Leader:** Assigns people into clusters of 3-4 for discussion and prayer.
- **Worship Leader:** Leads 1-2 songs.
- **Outreach Worker:** Nothing this session.
- **Host:** Manages the location, snacks, child care, rides, pastoral care if needed.
- **Growth Coach:** Shares for 5 min. on the Destiny Finder Mapper process.

Meeting Content

- Follow WEEK 6 of the *Destiny Finder Small Group Program Workbook*, and Team Instructions.
- **Goal:** Understand the Life Map process, create some goals.

Session 11: Destiny Finder Week 7

Pastor

- Does separate check-ins with the Overseers to make sure Team 3 is ready.

Team 3 Instructions

Team: This week the **TEAMS CHANGE AGAIN!** Team 3 leads. The Team 3 overseer will become the new primary leader, and the four secondary leaders assigned to that team will fill the other roles.

- **Primary Leader:** Team 3 overseer leads the intro, announcements, any large group discussion. Also makes sure the other team members know what to do.
- **Assistant Leader:** Assigns people into clusters of 3-4 BY GENDER for discussion and prayer.
- **Worship Leader:** Leads 1-2 songs.
- **Outreach Worker:** Nothing this session.
- **Host:** Shares for 5 min. on importance of character and dealing with our “issues.” Manages the location, snacks, child care, rides, pastoral care if needed.
- **Growth Coach:** Nothing this session.

Meeting Content

- Follow WEEK 7 of the *Destiny Finder Small Group Program Workbook*, and Team Instructions.
- **Goal:** Clarify top three personal growth goals.

Session 12: Destiny Finder Week 8

Pastor

- Prepares to lead the Lord's Supper for the group during or after Worship. Make it good!
- **Senior Pastor:** Leads the Lord's Supper. Also announce next steps for the 2nd generation group launch which should be the team leaders doing meetings with their teams.

Team 3 Instructions

Team: This week the **TEAMS CHANGE AGAIN!** If you have 4 teams, then Team 4 will lead. The Team 4 overseer will become the new primary leader, and the four secondary leaders assigned to that team will fill the other roles. If you only have 3 teams, Team 1 will lead again.

- **Primary Leader:** Team 4 overseer or Team 1 overseer leads the intro, announcements, any large group discussion. Also makes sure the other team members know what to do.
- **Assistant Leader:** Assigns people into clusters of 3-4 for discussion and prayer.
- **Worship Leader:** Leads only 1 song at first, and then possibly one for Lord's Supper.
- **Outreach Worker:** Nothing this session.
- **Host:** Manages the location, snacks, child care, rides, pastoral care if needed.
- **Growth Coach:** Nothing this session.

Meeting Content

- Follow WEEK 8 of the *Destiny Finder Small Group Program Workbook*, and Team Instructions.
- **Goal:** Have a clear vision for mentoring and being mentored. The entire team should be feeling connected, expectant, full of the Holy Spirit!

Next Steps

The teams should plan to meet to strategize about launching the 2nd Generation Groups and recruiting, pray, etc. The team leaders should drive this, supported by the pastor. See pre-launch steps in Chapter 10 Small Groups.

14. Action PLAN

#	Step 2: Action	Chp	Done
4	Determine who is in your secondary leadership team (existing small group leaders, department leaders, ministry leaders). List secondary team:	9	
5	Invite/recruit existing small group leaders to the Pilot Group. Explain the plan, ask for commitment to launch 2 nd Gen groups and multiply to 3 rd Gen. Discuss ending/pausing current small groups to allow leaders to attend Pilot Group and facilitate transition to new group format.	12, 13	
6	Meet with department leaders to invite to the Pilot Group; they need to be there.	12, 13	
7	Try to get at least 15 people committed to the Pilot Group (but not more than around 25). If you don't have 15, invite potential leaders.	12, 13	
8	Prepare for the Pilot Group: We strongly recommend you purchase the online <i>Destiny Finder Journey Guide PRO</i> for each leader you plan to have in the group. If not, do the manual version of the <i>Journey Guide PRO</i> in the <i>Destiny Finder Workbook</i> in Chapter 5 (print the entire Chapter, 3-hole punch, put in binders) You or admin.: Print the <i>Pilot Group Guide</i> in Chapter 13 and give to each person.	1, 13	
9	Don't announce the shift to the church, but start expressing the shift in how you lead, preach, talk, meet with people, etc.	2	
10	Plan the special meeting / Bible study for everyone, to replace small groups during the Pilot Group. Announce and promote to entire church. Topic:	12, 13	
11	Promote the special meeting to replace small groups.	10	
12	Meet with secondary team leaders one-on-one developmental meetings 1x/6-8 weeks (ongoing).	7, 8	
13	Do first 3 sessions of the Pre-Pilot Group with overseers.	13	
14	Launch the special meeting to replace small groups during Pilot Group, it goes weekly.	12	
15	Do all 12 sessions of the Pilot Group with the overseers and secondary leaders (12 weeks).	13	
16	Celebrate with the team – go have some fun and share testimonies.		
17	Fast and pray!		

Step 3: Launch 2nd Gen. Small Groups

#	Step 3: Action	Chp	Done
1	Plan 2 nd gen small group launch 16 weeks before launch (finalize teams, locations, dates) Copy <i>Destiny Finder Workshop</i> videos (or use manual <i>Workbook Teaching</i>) and workbooks.	10	
2	Prepare for 2 nd gen. small group promotion 12 weeks before launch (create flyers, handouts, website page, email, announcements, video promo, testimonies from Pilot Group)	10	
3	Start 2 nd gen. small group promotion 8 weeks before launch (team recruits personally, announce, do flyers, small group Fair after service, email, sermon mention, testimonies, etc. Goal: at least 12-15 people to start each group.	10	
4	2 nd gen. small group team training refresh 4 wks before launch. Maybe do a mini-retreat.	10	
5	Launch 2 nd gen. small groups. Meet weekly or at least 3x/mo, does fun events 1x/1-2 mo.	10	
6	Overseers fast and pray!		

#	Step 3: Action	Chp	Done
7	Reminder: Are you meeting with your mentor regularly? And are you meeting with your overseers every week or two?	7	
8	Small groups Months 1-3: Do <i>Destiny Finder Small Group Program</i> (with a couple of breaks). Team gets to know the members, starts identifying potential assistants. NOTE: To multiply groups it takes 6-9 months to develop new leaders, get new members.	10	
9	Groups do outreach event once every month for duration of group (dinner, party, movie night, service project, etc.) and group team and members invite people from their SOI.	10	
10	Members begin relational evangelism with their SOI: Interact – Impact – Invite.	11	
11	Team celebration every 3-4 mo. Do a meeting with all your leaders and workers and celebrate the new groups, and other positive changes you are seeing.	9	
12	Small groups Months 4-6: Start new teaching curriculum. Team recruits and starts training assistants. Primary leader continually presents vision of multiplication.	10	
13	The team uses the DF approach (DF <i>Journey Guide PRO</i> or DF <i>Workbook</i>) to start developing other members for their calling, getting involved in service. Team does 2-4 individual meetings, calls or connections with members per week.	10	
14	Members continue relational evangelism seeking to reach their SOI.	11	
15	Small groups months 7-9: Continue weekly meetings, team continues training assistants letting them take on more and more responsibility until they are confident in the role. Teams continue to develop other members, helping them begin to serve according to the calling. Team reinforces vision of multiplication of the group after the group finishes (7-9 months).	10	
16	Team celebration every 3-4 mo. Do a meeting with all your leaders and workers and celebrate the new groups, and other positive changes you are seeing.	9	
17	Begin implementing <i>Destiny Finder</i> and <i>IRTLIS</i> in your departments and ministry teams. It will be a bit more challenging because they have specific ministry tasks to do. They won't necessarily have a weekly gathering separate from their ministry function so it will be more difficult to get traction in development but the goal is to get every aspect of your church to reflect the <i>Apostolic Family Development</i> approach, making more and better disciples.	7, 8, 9	
18	Summer / Winter break: Do some all-church fun events when the small groups are on break. Encourage your leaders to take vacations during this time so they are available the rest of the time. Do a retreat with your overseers. Maybe do a mini-retreat with your other leaders.	10	
19	Do a training for small group teams in preparation for launching the 3 rd Gen. Groups.	10	
20	Do all Pre-Launch Activities for launching the 3 rd gen. groups	10	

Step 4: Launch 3rd Gen. Small Groups

#	Step 4: Action	Chp	Done
1	Same as launching 2 nd generation small groups – except the group primary leaders will be the previous primary leaders AND the assistant leaders who were developed in the 2 nd gen.	10	
2	Continue all your regular meetings with overseers, secondary team, others as needed.	7-9	
3	The teams will be made up of the 2 nd gen. teams AND the assistants they developed.	10	
4	Team celebration every 3-4 mo. Do a meeting with all your leaders and workers and celebrate the new groups, and other positive changes you are seeing.	9	
5	Your people must be doing relational evangelism to reach new people so the groups can grow. If not, you'll run out of existing church members and stagnate.	11	
6	Launching 3 rd gen. groups is crucial because it reveals if you've done a good job training the Pilot Group team to develop assistants to themselves and multiply the groups. Essentially, it's the grandchild generation: You are the grandfather or grandmother. The overseers and secondary leaders of the Pilot Group are your "children." The assistants they develop during the 2 nd generation groups are the "grandchildren." If your grandchildren do well and multiply themselves to launch the 3 rd generation groups, you've done a good job!	9	
7	It's good for people to repeat <i>Destiny Finder</i> the next generation because they will go deeper. If they have developed from member to leadership team, they will be leading others in it, and that means they will actually learn it even better.	8	

Step 5: Multiply Ministry

#	Step 5: Action Note: some of the following happen concurrently.	Chp	Done
1	Continue all your regular meetings with overseers, secondary team, others as needed.	7-9	
2	Continue emphasis on every member doing relational evangelism.	11	
3	Small groups: Same as the 3 rd generation for the small groups: plan, prepare, promote and launch 4 th gen. small groups with the previous leaders AND assistants that were developed in the 3 rd gen. Many people will continue in those small groups. Some people will join other ministry teams.	10	
4	Small groups: As the number of groups grow and you reach 3 rd and 4 th generations, you need to promote the best leaders to become overseers; they will stop leading groups and lead leaders of groups.	10	
5	Launch marketplace ministry: Leaders facilitate members who feel called primarily to the marketplace to begin to reach out to their marketplace. Do special training on this ministry.	7	
6	Launch new, other ministries: The sky is the limit as long as your small groups are developing disciples and reaching new people, and your leaders are developing leaders.	8, 9	
7	Senior pastor begins to reach out to leaders in the five spheres (family, government, economics, culture, religion) etc.		
8	Plan short term missions, long term missions, and church plants.		
9	Launch short term missions: Try to connect to member's destinies.		
10	Add administrative staff as needed (1/2 to 1 full time per 100 people).		
11	Add assoc. pastor (1 per 150-200 people).	8, 9	
12	Focus on developing assoc. pastor.	8	
13	Launch long term missions.		
14	Plant new churches.	all	
15	Repeat and multiply everything .		

Review

Questions

1. What are the three main things to focus on in everything you do?

Answers

1. Develop leaders using IRTLS.
2. Do church as family, reaching new people with Relational Evangelism.
3. Develop members using Destiny Finder.

Resources

- Pastors Coach Website: <https://PastorsCoach.com/>.
- Training Courses: <https://pastorscoach.com/allcourses/>.
- Assessments: <https://pastorscoach.com/assessments/>.
- Coaching: <https://pastorscoach.com/coaching/>.
- Quintessential Church Implementation Program: info@pastorscoach.com or +1 (916) 671-0146.
- Destiny Finder Website: <https://destinyfinder.com/>.
- Journey Guide PRO Tool: <https://destinyfinder.com/abouttheguide/>.
- Destiny Finder Small Group Program: <https://destinyfinder.com/smallgroups/>.
- Contact us directly: info@pastorscoach.com or +1 (916) 671-0146 mobile or WhatsApp.



Many have talked about the Fivefold ministry... But few have implemented it. It's time!

What is the Fivefold ministry? The term comes from Ephesians 4:11, "And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers,"

The modern Church focuses primarily on the pastoral and teaching gifts, and a little on the evangelistic, but generally ignoring the apostolic and prophetic. Or some call themselves apostles or prophets, but many of those are focused on the stage and the microphone.

What's the point of those gifts?

The key is verse 12: "for the equipping of the saints for the work of ministry, for the edifying of the body of Christ,"
Do you think we still need that?

Five decades of Conference and Concert Christianity have NOT impacted our society in a significant way.
Do you think we need to do church differently?

The answer is right in our Bibles.

Jesus is THE Apostle, Prophet, Evangelist, Pastor and Teacher. Upon ascending to heaven, He gave those as gifts to His Church, and He ministers those functions through us. And those gifts form the "architecture" for the Church. But rarely have they been implemented.

In **The Quintessential Church Revolution**, church planter, pastor, and coach to pastors and church movements worldwide, **Dr Michael Brodeur**, with his long-time ministry partner **Glen Reed**, present the revolutionary **Quintessential Model: Apostolic Family Development**.

It's **quintessential** because it focuses on the essence of what pastors and leaders are called to do: equip the saints (and especially develop leaders) so they can minister (and make disciples and multiply).

It's actually **old-school** and **biblical** because it draws from the discipleship practices of Jesus and the Early Church.

But it's **revolutionary** because since the first few centuries, the Church has neglected those practices, and has focused on Sun morning meetings with lots of teaching (but not much application), and pastoral care (but not much development for spirituality and ministry).

And it's **balanced** because it details how to activate the ministry gifts to be **supernatural** AND **superpractical** in order to build thriving churches that impact the world.

Pastor's Coach shaped our journey as we prepared to plant a church.

"I so appreciate Michael Brodeur and his heart to invest in pastors and leaders. He is one of the best I know. He's made a huge impact on my own life!"

-- **Banning Liebscher**, Jesus Culture Church Senior Pastor, Movement Founder & Director, Sacramento, CA

Pastor's Coach is an amazing organization...

"... based in California designed to help pastors and leaders build thriving churches that transform their cities for Christ."

-- **C. Peter Wagner**, Former Professor of Church Growth, Fuller Seminary; Vice President, Global Spheres Inc.

...a consummate coach to ministers

"Michael's Spirit-born insights make him a consummate coach to ministers."

-- **Dr. Leo Lawson**, President, Academic Council for Educational Accountability (ACEA), Chapel Hill, NC

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ISBN 978-0-9856848-3-9



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