

# How to Build a Thriving Church

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These notes are from the *"How to Build a Thriving Church"* video series by Michael Brodeur.

The notes are designed to be used electronically in a word processing program such as Microsoft Word, or printed and three-hole punched and put in a binder.

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# Contents

1.1 A Thriving Leader: Spiritual Life .....	3
1.2 A Thriving Leader: Home Life .....	6
1.3 A Thriving Leader: Lifestyle .....	9
1.4 A Thriving Leader: Destiny Sync .....	14
1.5 A Thriving Leader: Mentors .....	18
2.1 A Thriving Team: Core Team .....	22
2.2 A Thriving Team: Leadership Team .....	27
2.3 A Thriving Team: Team Alignment .....	31
2.4 A Thriving Team: Team Assignments.....	35
2.5 A Thriving Team: Team Momentum.....	42
3.1 A Thriving Mission: Mandate .....	47
3.2 A Thriving Mission: Motivation .....	51
3.3 A Thriving Mission: Mobilization and Movement .....	54
3.4 A Thriving Mission: Momentum.....	60
3.5 A Thriving Mission: Multiplication.....	63
4.1 A Thriving Culture: Values.....	68
4.2 A Thriving Culture: Priorities .....	73
4.3 A Thriving Culture: Practices .....	80
4.4 A Thriving Culture: Programs .....	85
4.5 A Thriving Culture: Personnel .....	90
5.1 Thriving Members: Every Member Ministry.....	98
5.2 Thriving Members: Kingdom Lifestyle .....	103
5.3 Thriving Members: Destiny Discovery.....	108
5.4 Thriving Members: Church Ministry.....	114
5.5 Thriving Members: Marketplace Ministry .....	119

# 1.1 A Thriving Leader: Spiritual Life

## Every Leader Must Be Connected to the Source

A thriving church depends on a thriving leader.

Every single one of us has a spiritual life. The question is, Is your spiritual life thriving or is it limited and hindered?

Revelation 2:2–4 *“I know your works, your labor, your patience, and that you cannot bear those who are evil. And you have tested those who say they are apostles and are not, and have found them liars; and you have persevered and have patience, and have labored for My name’s sake and have not become weary. Nevertheless I have this against you, that you have left your first love.”*

How do you keep your love alive for Jesus? How do you keep pursuing Him? How do you keep going after Him? The key is continuing to pursue Jesus.

The grass is always greener where you water it. *Watering* your spiritual life is the key to maintaining passion and love for Him. This comes down to a set a practices that will help keep the fire and flame of your heart toward Jesus alive.

## 2. Develop your prayer life

Have a regular prayer time. How do you foster your prayer time?

Build a sense of structure in your life. Regularity makes a huge difference. Establish habit, which helps you to be the person you want to be.

Have a “prayer track.” This is a simple prayer model you can follow to help you pray, such as the Lord’s Prayer.

Matthew 6:9–13 *“In this manner, therefore, pray: Our Father in heaven, Hallowed be Your name. Your kingdom come. Your will be done on earth as it is in heaven. Give us this day our daily bread. And forgive us our debts, as we forgive our debtors. And do not lead us into temptation, but deliver us from the evil one. For Yours is the kingdom and the power and the glory forever. Amen.”*

Here is the basic model of the Lord's Prayer:

1. Praise: Our Father in heaven, Hallowed be Your name...
2. Petition: Your Kingdom come. Your will be done on earth as it is in heaven...
3. Provision: Give us this day our daily bread...
4. Pardon: Forgive us our debts, as we forgive our debtors...
5. Protection: Do not lead us into temptation, but deliver us from the evil one...
6. Praise: Yours is the kingdom and the power and the glory forever. Amen.

*"Every, single day, let your heart be warmed by the presence of Jesus. And, then make sure that at least once a week you have a good, extended prayer time."* — Jack Hayford

Another model is the acronym ACTS: Adoration, Confession, Thanksgiving, Supplication.

Find your best rhythm for prayer. Take a walk, pray and sing, journal and pray, etc.

### **3. Study the Word**

Spend time in the Bible allowing the Word of God to speak to you. There are stories and truth embedded even in some of the "difficult" passages. There are genealogies and detailed history that can nourish and feed you. Ask, "Why did God put that story there or mention that person?"

Take time to foster your spiritual life, for out of your spiritual life flows everything else.

Proverbs 4:23 *"Keep your heart with all diligence, for out of it spring the issues of life."*

Your heart is like a fountain. And if you foster your fountain, pure water will flow out.

John 7:37–39 *"On the last day, that great day of the feast, Jesus stood and cried out, saying, 'If anyone thirsts, let him come to Me and drink. He who believes in Me, as the Scripture has said, out of his heart will flow rivers of living water.' But this He spoke concerning the Spirit, whom those believing in Him would receive; for the Holy Spirit was not yet given, because Jesus was not yet glorified."*

Another key to a thriving spiritual life is praying or singing in your prayer language if that is one of your gifts. Paul encouraged believers to do so.

As a leader, make sure you are at the cutting edge of pursuing God. Make sure you're the one who's going after the Lord the most. It is from you that a sense of well-being will fall on the rest of the congregation.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

What are your ideas about developing your spiritual life personally and as a leader? Do you see it as a crucial or passive issue? On a scale of 1 to 10, how valuable is it to develop your spiritual life daily? As a leader, how much time a day do you think is important to give to your spiritual life?

## 2. Behavior

How much time do you spend developing your spiritual life during the course of one week? What is your usual routine? Do you feel like you are a fervent believer? Do you feel like you have true, godly integrity? How actively do you listen for God's voice?

## 3. Application

**This week think about where you want to be spiritually, how you can get there, and how you can lead others there. Follow these steps:**

1. Take at least 15 minutes a day this week to pray. One day a week, spend an hour or two in prayer. Within the one or two hour prayer time go through the Lord's Prayer model.
2. Find a morning routine, whether sitting in a special chair or making some coffee. Then, take 30 minutes every morning to read scripture. While reading, take some time periodically to pray in the spirit.
3. Once every hour or two during each day, meditate on Jesus for a few minutes in your mind and find a sense of His presence in your heart.
4. Read in different Bible translations and paraphrases. Check out a chronological Bible. Read just for fun and mix it up.

## 1.2 A Thriving Leader: Home Life

### Every Leader's Strength Emerges from Their Home

What is the most important factor in building a thriving church? The leader of the church has to be thriving personally.

If you don't have a thriving home life, you will likely face challenges in the church world. How do you build a thriving home life?

#### 1. As a single leader, make sure you have the following:

- a. Great input in your life
- b. Good friends and fellowship
- c. Roommates
- d. A team of same-gender support and empowerment
- e. Good mentors and good friends as you pursue moving toward marriage

#### 2. As a married leader, how are you doing with your spouse?

Certain factors will war against your marriage, and you need to be the one to take special effort to preserve the quality of who you have.

- a. Have a regular date night.
- b. Have a real, regular Sabbath.
- c. Never be out of the house more than four nights a week.
- d. Have meals around the table.
- e. Have rituals, good sleep at night, and family time.
- f. Have good romantic, intimate times.
- g. Don't watch too much TV.
- h. Read books together. Keep your relationship thriving around solid information that's going to help you grow both personally and relationally.
- i. Keep short accounts with your spouse. Make sure you're forgiving them before the sun goes down. "Be angry, and do not sin; do not let the sun go down on your wrath, nor give place to the devil." Ephesians 4:26-27
- j. Make sure that you process through things, that you're open, that you're transparent, that you're having good, solid conversations.
- k. Take advantage of great resources on marriage and marriage in ministry.

#### 3. How are you doing with your children?

There is no a higher ministry focus for you than your kids. Focus on your children. People will demand your time in ministry, but you need to keep your kids a priority.

Don't set in motion the pressures that will produce the Pastor's Kid (PK) Syndrome in your kids. This is where your kids become a trophy or a demonstration of your spirituality. Your children need to be free to grow up in a pressure-free, guilt-free, manipulation-free environment.

If your kids are acting up, set an example as a parent who really cares by putting in motion the kind of correctives that are necessary. You have to be able to shield your home.

“Psych” yourself up to be home with your family and to be present with them emotionally. Make sure you have the necessary reserves for your wife and kids when you get home. Sometimes this means going out to do things after you get home with your family.

Include your kids. As much as possible, let them be a part of your ministry. Do outreaches on the street, caring for the poor. Take your kids on international trips.

Take days off and really spend time with your kids. Have great holidays and take good vacations.

#### **4. How are you doing with your community?**

*Oikos* is your bigger circle of family and friends. Your *oikos* is the key to a thriving home.

It takes a village to raise a child. Parents have the primary responsibility of loving their children, but extended family and friends need to have interaction with your kids to help them grow into their fullness. Community needs to be home-centered.

*Oikos*: your home life, your larger life

Oikos (from The NAS New Testament Greek Lexicon)

*Oikos* (oy'-kos)

Original Greek: οἶκος

1. a house
  - a. an inhabited house, home
  - b. any building whatever
    - i. of a palace
    - ii. the house of God, the tabernacle
  - c. any dwelling place
    - i. of the human body as the abode of demons that possess it
    - ii. of tents, and huts, and later, of the nests, stalls, lairs, of animals
    - iii. the place where one has fixed his residence, one's settled abode, domicile
2. the inmates of a house, all the persons forming one family, a household
  - a. the family of God, of the Christian Church, of the church of the Old and New Testaments
3. stock, family, descendants of one

If you can keep your home life thriving, you can build a personal life that is one of the foundations for building a thriving church.

## **WORKSHEET QUESTIONS:**

Take your time with the following, and record your answers here or on a separate sheet.

### **1. Beliefs**

How much value do you place on your homelife as it relates to your church mission and the Great Commission? Do you believe these things are related? Do you believe the church should separate the two or bring them together?

How do your spouse and children feel about your ministry? What signs do they give you of how they feel?

### **2. Behaviors**

How are you cultivating a relationship with your spouse and children? Is this part of your daily or weekly routine? Have you ever canceled a family plan to spend time with a church member? Do you have consistent time with extended family and friends outside of the church building or event setting?

### **3. Application**

This week take some time to discover your family's heart about your relationship with them and what they think about your ministry. Follow the steps below:

1. If you are single, go through the list above in point one of the notes, "As a single leader..." and make sure that you are or starting to meet all of the requirements of a single leader.
2. If you are married, go through the list above in point two of the notes, "As a married leader..." concerning your spouse. Make sure you are beginning to implement those points this week.
3. Go through point three in the notes, "How are you doing with our children?" concerning your children. Make sure you start implementing those points this week.

Consider the following for the future:

- Take at least two evenings a week with your spouse and children to spend time together. Make sure at least one of those times is a fun activity.
- Plan an extended family get together.

## 1.3 A Thriving Leader: Lifestyle

### Every Leader Needs to Cultivate a Multi-Faceted Life

Your personal life is the key to a thriving church. Your lifestyle is important to the overall experience.

What you do naturally is a surer indicator of who you are than what you *say* you believe or what you say you want. Show me your checkbook and calendar, and I'll tell you what's really important to you. Ultimately, we spend time doing the things that are most important.

Your lifestyle needs to be more natural and reflective of who you are in Christ than sometimes what we engineer as a result of being a "professional minister."

There's a problem that can set in when you go into a full-time pastoral, paid ministry. You can start to feel like you "gave at the office," and "the rest of my life is mine." But the fact is that it all belongs to Jesus.

Colossians 3:17 "And whatever you do in word or deed, *do* all in the name of the Lord Jesus, giving thanks to God the Father through Him."

Is your life at home the same as your life at church? Are you living a kingdom lifestyle? Do you have natural boundaries in place that keep you focused on Jesus no matter what you're doing?

We shouldn't be limited from doing things that are fun or that some people might even consider "worldly," as long as we're doing it in the presence of the Lord with a heart of worship for Jesus.

The foundation of a kingdom lifestyle is that we're always aware that God might have a purpose for us being wherever we are.

Are you able to exercise the natural expressions of Christ in your life apart from any structure or program that might be driving you in those directions? That's the true test of a lifestyle practice: What is natural *to* you becomes natural *around* you because of who you are.

#### 1. Physical Health: How are you treating yourself?

- a. What are your eating habits?
- b. What are your rest habits?
- c. Are you stimulating your mind?
- d. Are you stimulating your body through activities that are helpful?

Try to stay active and healthy. You might find it helpful to take long walks and pray outdoors.

## **2. Emotional Health: Are you keeping your emotional health alive?**

- a. Are you so burned out that you don't want to talk to anyone?
- b. Are you keeping your emotional health alive?
- c. Are you resisting the temptation to fall into frustration or bitterness and resentment?
- d. Are you processing your anger before God when you get angry, and are you finding a sense of relief in the Spirit?
- e. Are you managing fear and other kinds of anxieties effectively?

If you start trying to manage your problems through eating, TV, or other things, you'll find yourself drifting into a lifestyle of bondage. It becomes an addictive lifestyle that ultimately moves you into ill health.

- f. Make sure you're doing outdoor activities.
- g. Make sure you're connecting.
- h. Play with your kids.

## **3. Balance: Make time for enjoyment in life**

The issue of hobbies is super important. It's easy to get sucked into the function of ministry and trying to process ministry pressures, and it can rob you of just enjoying life. Make time for enjoyment in life.

We need sustainability. We're not in a sprint—we're in a marathon. It's a lifelong journey. If I'm constantly running at a breakneck speed, I'm going to tire myself out. I'll be able to do a lot on the front end, but I'll peter out on the back end of this thing.

Make sure that you're living a lifestyle that's physically healthy, emotionally healthy, and it's involved in other interests. Ultimately, the fruit of that kind of life will produce health in the body.

Why did God make humanity to sleep a third of our lives? If it was all about work and getting the job done, God could have made us to sleep only three hours a day or not to sleep at all. But God favors us. He designed the human body so that we would actually rest and be in a semi-comatose state for a third of the day.

God values rest. He instituted the Sabbath because He wants us to find seasons of rest.

The Sabbath principle is incredibly valuable:

- a. *Sabbath Principle*: If I give a day to God and just rest, recoup, and restore my physical, mental, and relational health, God can do more in six days than I can do in seven.
- b. *Tithing Principle*: If I tithe 10 percent, God can do more through me with 90 percent of what is left than with the total 100 percent.

God is bigger than all my resources. He's able to manage my resources in such a way that produces great fruit in the long run.

Examine your lifestyle. Talk to your spouse and children, and ask them, “How do you guys want our lives to play out?”

We can start building structures that will help us be the individuals and families we desire to be. Let’s make sure that we’re taking time with our kids to broaden their interests in music, art, fun, and play. Fun should be one of the highest values of our families. Fun is one of the highest values of Heaven!

Make sure you’re embracing a lifestyle that is balanced and holistic.

With good self-government and self-management, you can still be incredibly effective in ministry and yet live a life that’s ultimately sustainable for the long haul.

Give yourself over to good disciplines in that way—to building a good lifestyle and modeling that lifestyle so those who are walking with you can see the integrity of your life and they can be empowered to transform their own.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe that “natural” things such as exercise have an impact on your ministry leadership? Do you believe your aspirations and values are what you practice on a daily basis? Do you think a “balanced life” is even possible with your current lifestyle?

## 2. Behavior

Write down three categories:

1. Physical health
2. Emotional health
3. Hobbies, creativity, rest

What are you currently and intentionally doing to improve in each of these areas? How is each one part of your daily or weekly routine? Do you have a hobby? How is your health? How is your heart emotionally? Do you have times of rest? Have you ever lost your patience with a church staff member or a member of your church? Do you find yourself acting differently while in church than at home or in town?

### 3. Application

Do you live a balanced life? Follow the steps below:

1. Fill in the table below. Use the notes above to implement steps to begin to take in each area.

Physical	Emotional	Hobby/Rest
Ex) Go to the gym two times this week (Monday morning and Thursday morning)	Ex) Journal for 10 minutes before bedtime.	Ex) Play guitar during the last 20 minutes of lunch break.
Ex) Eat salad for lunch three times this week.	Ex) Go to the park with the kids on Friday after work.	Ex) Go fishing Saturday morning.

2. Start to pay attention to the way you act at church versus the way you act at home. Make sure that in both places you have the same disposition and behavior.

# 1.4 A Thriving Leader: Destiny Sync

## Every Leader Needs to Align with Their Design

Being a thriving person, living a thriving lifestyle, is key to your ability to build an authentic, thriving congregation.

Every single one of us is called to fulfill a destiny in Christ.

Ephesians 2:10 “For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand that we should walk in them.”

You are an amazing, unique individual. Your fingerprint is unlike the 7 billion other people on the planet; you have a unique voiceprint and iris print—you are entirely unique. The God who can produce that kind of uniqueness can also produce uniqueness in our calling and gifting. Who you’re called to be as a leader is different from anybody else. There are certain things you will do wonderfully well because of who you’re designed to be!

As a leader, you need to be synced up with your wiring in Christ. Don’t try to fulfill a function you’re not wired or designed for.

The key to church growth is delegation. But delegation without development is a real and serious problem. There are a lot of leaders who give jobs away, but they don’t look to develop their people, and they don’t develop them on the basis of their true design in Christ.

Don’t give people roles and responsibilities just based on availability or willingness—but on consideration for the true gifting of an individual. Giving people roles and responsibilities based on availability can create chaos, frustration, burnout, and problems in others. Don’t do this to yourself either—it can create problems that will cause you to have difficulties in the long run.

### 1. Do what makes you come alive

What makes you come alive? Where do you find the most reward? What makes you “light up”? Those are the things you should favor. Make sure the preponderance of what you’re doing lines up with your calling. This means about two-thirds should be lined up with what makes you come alive, and perhaps one-third is more what you would call “drudgery.”

### 2. Find balance in your passions, delight, and duty

Duty is important and foundational; it is a safety net. It’s like the base bar of everything we do. We do it because it’s right. We do it because God is good and we obey Him. But duty is not a sustainable motivator for you or anybody in your church.

You have to find delight in what you’re building. You have to find delight in what you’re doing.

To the degree you can tap into that delight slipstream, you’re going to find a tremendous amount of personal momentum driving you forward and the least amount of frustration and hindrance.

- What things can you do uniquely that no one else can do in quite the same way?

- What can you begin to do by assigning other people responsibilities you could do a little bit, but they could do them better because they were designed for that purpose by the living God?

Don't just focus on delegation but also focus on development. Let the job become the context for someone's development.

Create a win-win dynamic. You get the blessing of someone serving in an area you'd prefer not to serve in. At the same time, you're also moving them developmentally toward their goals and destiny in Christ in a way that produces that win-win dynamic.

### **3. Sync ministry vision and life vision.**

What is your gift mix? What's your ministry gift in the Ephesians 4:11 context? What about your Romans 12 gifts? Each of these gifts is a dimension of who you are. Each of these gifts is part of your ministry profile as a leader.

Discover who you are, and make sure the duties and responsibilities you have are matched to the things that give you life.

Many people end up spending a lot of time focused on things that are not life-giving. As a result, they hit burnout very quickly. Once they're burned out, their ability to lead the church into a flourishing, thriving existence is limited and hindered. It becomes a sounding gong and a clanging cymbal (1 Corinthians 13:1).

If you discover the things that make you come alive and you start living in that place, every ounce of energy and enthusiasm you exude will actually imprint your people with authentic passion that causes them to rise up and find their areas of most fruitfulness. This causes an overall sense of growing momentum in your church that will produce the results you're longing for. Spend time asking Jesus about yourself.

Spend time looking at your past and seeing where you've been most fruitful.

Spend time looking at your heart and asking, "Where am I most joyful? What gives me the most excitement when I'm serving Jesus?"

Make sure you understand the four to five areas that make you come alive. Then start investing the majority of your time into those things so you're living in a place of growing excitement. You can actually impart that same gift of excitement to those you're leading so they can bring transformation to the world around them.

## WORKSHEET QUESTIONS:

Take your time with the following, and record your answers here or on a separate sheet.

### 1. Beliefs

In the past, how much value have you placed on your heart while doing ministry? Have you seen walking with Jesus as something to enjoy? Or is Jesus less of an adventure and more just someone you have to obey?

How have you thought about the word *destiny* in the past? Do you believe followers of Jesus have a destiny?

### 2. Behavior

Do your current ministry tasks give you life, wear you down, or produce no emotion at all? Do the volunteers and staff at your church feel excited about what they are doing? Or do they just have a sense of serving the church?

Do you know what you're called to do? Do you know your primary ministry strengths? Are you walking in those strengths right now? How could you walk in them more regularly?

### 3. Application

**Spend some time this week reflecting on the things in life, past and present, that make you come alive. Follow the steps below:**

1. Go to [www.destinyfinder.com](http://www.destinyfinder.com) and complete the five assessments of the destiny profiler. If you are a Pro or Max member you have a free Destiny Profiler. This will reflect your gifts, motivations, passions and delights.
2. Compare your results with your current leadership responsibilities. Fill in the two categories below.
  - Destiny Results: Your Destiny Finder results
  - Current responsibilities.
3. *Make a note of what does **not** match.* Find the major differences between the two. Begin to think about delegating the responsibilities with major differences to the leaders you see who could do those things naturally and with enjoyment. Note those people and begin talking to them about this.

Destiny Results	Current Responsibilities

4. Share [www.destinyfinder.com](http://www.destinyfinder.com) with your core leadership team and have them complete the free destiny profiler. If you are a Max member you have 10 free Destiny Profilers to give to your core team.

# 1.5 A Thriving Leader: Mentors

## Every Leader Needs Leaders

Every one of us needs mentors. It is easy to top out and get stuck in the swamp of your own ideas.

A simple way of getting mentoring is just listening to other teachers and allowing their ideas to challenge your own. Feast on different perspectives because you want to be challenged. Read books and listen to speakers who don't agree with you because you want to grow.

Spend time with leaders. Have older brothers and sisters and spiritual fathers and mothers in your life. Give spiritual parents permission to speak into your life as a parent would with a child.

Without input, accountability, and oversight, you could make mistakes, create problems, and fall into pride or temptation that might hinder you from finishing this race in a strong way.

### 1. What is mentoring?

Mentoring is having somebody in your life who is able to ask you the right questions and give you the right input to make you the leader God wants you to be.

Not a single leader on earth is done growing. Every one of us is called to keep growing. We are disciples first and leaders second.

Philippians 3:12–14: “Not that I have already attained, or am already perfected; but I press on, that I may lay hold of that for which Christ Jesus has also laid hold of me. Brethren, I do not count myself to have apprehended; but one thing I do, forgetting those things which are behind and reaching forward to those things which are ahead, I press toward the goal for the prize of the upward call of God in Christ Jesus.”

God has us on a journey that won't be done for a thousand years. We'll always be learning. We'll always be growing, even once we transition out of this life into the hereafter.

*“I have come home at last! This is my real country! I belong here. This is the land I have been looking for all my life, though I never knew it till now... Come further up, come further in!”*

— C.S. Lewis, *The Last Battle*

### 2. Constellation mentoring: Have different people giving you input

Different people with different kinds of strengths can be different sources of input in your life. Draw on these people even if they don't know you are. Listen to their teachings or ask them questions as a friend, and receive a blessing from them.

Within constellation mentoring there tends to be one person you give the most credence to. This will be the one you generally would consider your spiritual mother or father.

You can read a book written by an author two hundred years ago who “mentors” you because you're not bound by time. You can actually draw wisdom and allow that wisdom to be applied in your life in a transformational way. The key is to be a lifelong learner.

Look to people who are a little bit ahead of you on the road of development, so you can draw from their wisdom and experience. You don't have to make the same mistakes they made to learn what they can now teach you.

### **3. Have an accountability partner**

You need people to ask you how you are doing. You need people to check in with you. You need people to ask you questions like, "How's your marriage? How's your personal life?"

It helps to keep you on track. It helps shine light into you and cause you to be more self-aware.

### **4. Have fathers and mothers**

Most of us live in an orphan society where our natural parents didn't know how to parent us well, and our spiritual parents also had a hard time. We're in a generation where God's emphasizing spiritual fatherhood and motherhood; it's time for us to innovate what this means.

We can become the spiritual mothers and fathers we never had. We are about to be swamped with new spiritual babies. We are on the verge of a massive harvest that could be greater than anything the world's ever seen in all of human history. And the question is, "Are we going to be ready?"

- Are we going to have the maturity and the sense of responsibility to take new spiritual babies under our wings?
- Are we going to love them and to fill them as spiritual mothers and fathers and care for them and develop them into full adulthood on their own?

Will we have the grace to do these things? I believe we will, but we need to focus and innovate to see that happen.

Make sure the church you're building has room for the babies. Make sure you're raising up a bank of great spiritual mothers and fathers who are open to input from above. They have mentors in their lives who are speaking to them. And make sure they're also realizing their responsibility to bring that same mentoring grace to younger believers to raise them up into the fullness of Christ.



2. Take some time in prayer and write in the people who could fill those empty places?
3. Approach those people who can fill those places and initiate that relationship and or begin to glean from that author/leader.
4. Take time at least once every week with a current mentor and/or an aspiring mentor.
5. Bless your mentor – take him or her to lunch, bring them a new book you like, etc. Be appreciative because they are giving hard fought life experience and wisdom to you.

## 2.1 A Thriving Team: Core Team

### Building Your Core Team

How do we build a thriving team?

Luke 8:1–3: *“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.”*

Matthew 4:19: *“Then He said to them, ‘Follow Me, and I will make you fishers of men.’”*

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).

Jesus built His team concentrically.

We need to start with the core. Who’s in your core team? Who is part of 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. 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. It’s important you start with that team and build with them first.

#### **1. Every core team models unity and diversity**

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?

## **2. The Church Jesus built**

How did Jesus build His team? He called many diverse people together. Many were fishermen. One was a tax collector. One was a zealot. Some were more on the business side of things; some were just workers.

He didn't call the people who couldn't manage their lives to be part of that core team. He also 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.

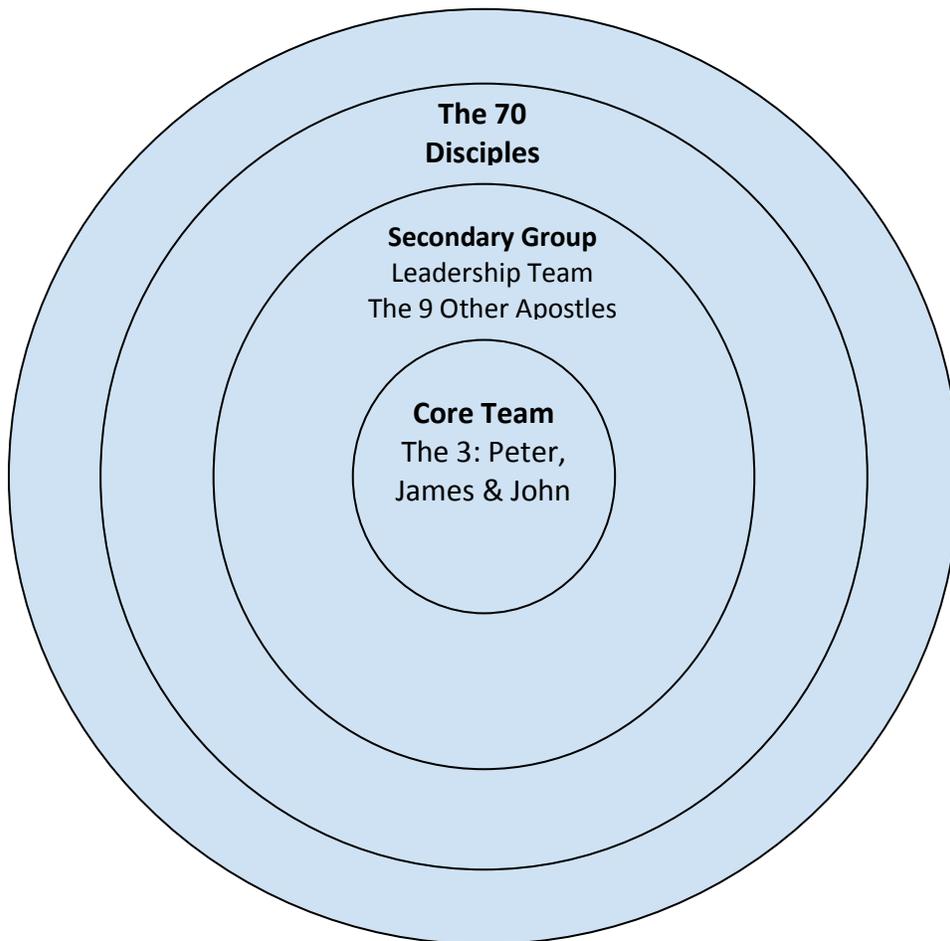
## **3. Concentric leadership: Building a cohesive core**

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 exist alone from the larger team.

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?

## 4. The power of stratification

### Stratification of Leadership Circle



- How are you going to stratify your leadership team?
- What kinds of requirements will you have for each level?
- What kinds of qualifications 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.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

How much value do you place on having a core team? How important is it to you that your core team believes in your vision and has made it their own? Do you believe diversity is important in a team? How diverse of a team do you need?

## 2. Behavior

How many people are currently on your leadership team? Can you differentiate between your core, secondary, and third-level teams? Are you primarily serving the vision of those on your different teams, or are they primarily serving the ministry's vision?

Do the people on your team have a similar heart for ministry? Or is there tension between the ministry's vision and their own unique visions? Are you actively learning from the perspectives that differ from yours on your leadership team?

## 3. Application

Write in the names of those in each level of leadership, and follow the steps below:

Core Team	Secondary Leaders	Third Tier Leaders

Core Team	Secondary Leaders	Third Tier Leaders

1. Ask yourself these questions:

- Is there anybody on any level of your leadership team that needs to be moved closer to or further outside of the core team?
- Do you need to implement more diverse people into your leadership team? If so, write down some people you think could fill the positions needed.
- Do you need more unity in the team? If so, consider bringing in leaders who are more aligned with your vision to work with your current team.

2. Use the chart above to draft the ideal placement of your leaders. Begin to work on a few of those changes this week.

## 2.2 A Thriving Team: Leadership Team

### Building Your Larger Core Team

You're going to need a larger pool of leaders who can help disseminate the vision and mission. If it all depends on the key leader to guide everyone, bring them forward, and have the kind of relationships you need with people to get them motivated, incentivized, and moving as a larger group—you will be up a creek without a paddle. The fact is we need one another.

We need different presentations to reach different minds. Begin to think "team."

#### 1. Your team can extend the vision and mission

How can you take your core team and begin to mobilize them to recruit other individuals into relationship and membership? 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?

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.

As you're moving a team forward, you need to ask yourself these questions:

- "How am I incentivizing the team?"
- "What kind of motives am I bringing for the team?"
- "How do I recruit individuals and bring them in?"

John Wimber, former leader of the Vineyard Church movement, used this cycle of leadership development:

- I – Identify
- R – Recruit
- T – Train
- D - Deploy
- M – Monitor
- N - Nurture

Who's a F.A.T. leader?

- F – Faithful
- A – Available
- T - Teachable

How can you recruit individuals with the time, ability, and humility to be brought along as potential leaders and raised up into their goals?

The greatest qualification for leadership in your ministry should be that the individual has a teachable heart.

## **2. Each level of involvement has different qualifications**

How are you qualifying your leaders? You need to look at certain aspects of who they are.

- They don't have to be perfect, but they have to be in process.
- Are they healthy physically, emotionally, and intellectually?
- Do they have people awareness at a higher level than normal?
- Look for the fruit of the Spirit: love, joy, peace, long-suffering, and self-control.
- Look for their ability to relate to others.
- Look at their people skills and their supernatural skills.
- Do they know how to pray for people?
- Do they know how to counsel somebody?
- Do they know how to help somebody through forgiveness or repentance?

You want to know you're working with people who have basic skills in place. Work with people who know how to get the help they need when they need it. They should be people who know how to draw on mentors and key leaders to become who they are.

## **3. Think about responsibility, authority, accountability & privileges.**

**Responsibility:** Create levels of responsibility. Allow someone 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?

**Privileges:** Do the people you're recruiting into leadership have the ability to manage privilege?

## **4. Define positions and pathways**

Always define 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.

## **WORKSHEET QUESTIONS:**

Take your time with the following, and record your answers here or on a separate sheet.

### **1. Beliefs**

What are your thoughts on building leadership teams in your ministry? Do you believe you should depend on teams or bear most of the responsibility yourself?

How important is it for your core team to mobilize new leaders? What level of qualification do you believe your ministry leaders should have? Do you believe that monitoring the progress of your leaders is important, or is it something they should do on their own?

### **2. Behavior**

What is your current model of recruiting new secondary leaders into your ministry? Do you currently have a system of qualification? Is your recruiting style relational?

How do you assess and monitor your current leaders? Who are the core leaders you trust to recruit secondary leaders? Have you defined the expectations of leaders in your ministry?

### **3. Application**

**This week write out a plan for your core team to use in recruiting new leaders:**

1. Have a meeting with your core leaders and give them the responsibility of recruiting the leaders under them. Begin to make this a constant part of their role as the core team of your church.
2. Take this list of qualifications and have your core leaders ask these kinds of questions in order to find new leaders:
  - Is the candidate in process with God in their development?
  - Is the candidate healthy physically, emotionally, and intellectually?
  - Does the candidate have people awareness at a higher level than normal?
  - Does the candidate display the fruit of the Spirit?
  - Does the candidate have the ability to relate to others?
  - What is the candidate's people skills and supernatural skills?
  - Does the candidate know how to pray for people?
  - Does the candidate know how to counsel somebody?
  - Does the candidate know how to help somebody through forgiveness or repentance issues?
  - Does the candidate have basic ministry and life skills in place.

- Does the candidate know how to get the help they need when they need it?
  - Does the candidate know how to draw on mentors and key leaders to become who they are?
3. Have your core leaders create “entry-level” positions in the ministries they are in charge of to measure the leadership abilities of those they are recruiting. Within these “entry-level” positions measure the issues of authority, accountability, privilege and a teachable spirit. Give everyone room to grow in this process.

## **2.3 A Thriving Team: Team Alignment**

### **Unity with the Pastor, Vision, and Values**

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.

#### **1. 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.

There has to be a similar theological perspective. The essentials have to be common. There should be a common viewpoint.

#### **2. Leaders need to personify the vision**

Each leader needs to personify the vision in a way that's detectable to others. Leaders need to articulate the philosophy and theology they're leading by not just in their words, but in their lifestyle and in the 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.

### **3. 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 dictating policy to your leaders, but it's your leaders are 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.

One of your highest priorities as a leader is to foster alignment in your team.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

How much value do you place on unity? How important is it to you that everyone on your team is on board with your vision, values, priorities, and lifestyle? On a scale of one to ten, with ten being the full picture of what you want to build (your exact vision for the church), where do you want your leadership team to be? Is it all right if they aren't fully on board with your vision?

Are you pleased when those on your leadership team innovate and come up with new ideas? Does your leadership team have a clear picture of what you want to build?

## 2. Behavior

Do you have a system to measure how closely knit your leadership team is to your vision, values, priorities, and lifestyle?

Do you find yourself with a different disposition and behavior while doing professional ministry as opposed to spending a day at home? Are your values, priorities, lifestyle, and practices the same at a church event as they are outside of the church?

Do you have a clear blueprint of what you're building as a ministry? Do you have to be "heavy handed" to keep your leadership team on track, or do they have some freedom to innovate while following your overall vision?

## 3. Application

Follow these steps to bring greater team alignment into your leadership team:

1. Look over the blueprint for your ministry. If you don't have a clear blueprint, spend some time in prayer and write one. If you do have a clear blueprint, review it and make any necessary updates.
2. Share the vision for your church clearly to your leadership team and make sure that you all understand it.
3. While meeting with your core team ask them questions concerning their personal culture and theology to discover the personal alignment between both them and you.

**Optional:**

1. Write down your personal values, and the values of your church. Do your personal values line up with the vision and values of your church? Edit the church's values to match your personal values. This may be hard, but it is essential.

Personal Values	Church Values

2. Write down your non-negotiable values as a lead pastor.
3. What are things that you can begin to give partnership to in your leadership team? Find one or two areas in your ministry and begin to have your leadership team give input to and experiment with that area. Intentionally implement some of their input.

## 2.4 A Thriving Team: Team Assignments

### Diverse Expression According to Gifts and Callings

Alignment and assignment go hand in hand.

Be aligned with your team in such a way that there's growing, increasing unity. At the same time, be aware that everybody is going to have a diverse responsibility under your leadership.

Alignment is crucial to assignment. If you have somebody at a high level of authority who isn't aligned with you, it will likely cause you trouble in the future.

Alignment is one of the qualifiers by which you assign responsibility. Those who are closest to you (your core leaders) will have the highest levels of responsibility in their assignments because they're most aligned with you.

#### 1. Look at the giftings within your team

Your power as a team will be enhanced and augmented by every single person knowing what their roles are. This is part of your responsibility as a good leader: to define your expectations and to define their responsibilities clearly, so both of you know what you're expecting of them.

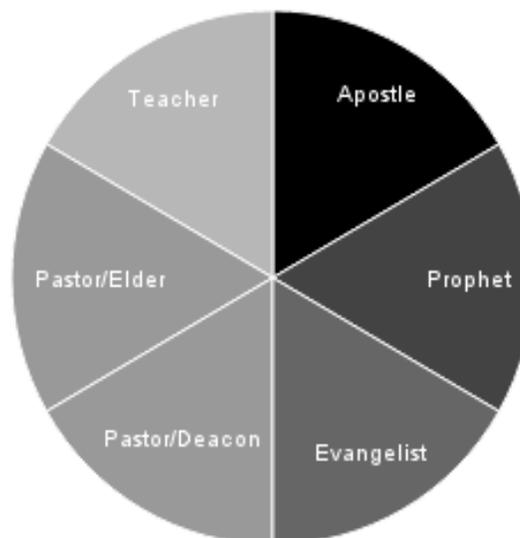
When you have the assignments in place, you can begin to stratify them on the basis of qualifications and ministry function. (See pie chart below.)

Ephesians 4:11 - Aspects of the Diversity of Christ

Note:

Pastor/Deacon - Projects Oriented

Pastor/Elder - People Oriented



Ephesians 4:8: *“Therefore He says: ‘When He ascended on high, He led captivity captive, and gave gifts to men.’”*

Ephesians 4:11: *“And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers.”* This is an absolutely foundational verse for us. We believe it expresses the ministry of Jesus and that all our gifts and service fall within these five expressions with pastor split into two (elder and deacon) thus yielding six expressions or categories.

This process gives you at least a framework for six different varieties of emphasis or gifting that can help you guide people into their assignments.

## **2. 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 good shepherd: the pastor who cares for people.
- He is the great teacher.
- Above all, He is the evangelist. He is the good news of God that came to the earth to reach and save that which was lost.

Having these 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.

Ephesians 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 Corinthians 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 you come to that outcome.

Assignment comes out of alignment.

What are you building? Unless you know what you’re building, you can’t assign your subcontractors.

1 Corinthians 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 and chief architect of God’s house, 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.

### **3. 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.

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?

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

How much value do you place on giving the right assignment to the leader who has the specific calling to do that assignment? How much value do you place on giving the right assignment to the leader who has the alignment with you they need to fulfill that assignment?

How detailed do you believe you should be on what you expect from your leaders? Do you believe you should know the specific ministry gifts of each of your leaders? Do you believe you should always have the future of your leaders in your mind when delegating assignments? Why or why not?

## 2. Behavior

Do the leaders closest to you have the most responsibility in your church? Do you have all the aspects of Christ in Ephesians 4 functioning in your church?

Do your leaders have a clear understanding of your ministry plan? Do you have a story of a leader being sent out who was trained and developed in your ministry according to the destiny on their lives?

## 3. Application

This week follow these steps to rightly assign responsibilities to your team members:

1. If you haven't already, have your core team members complete the free destiny discovery assessment at [www.destinyfinder.com](http://www.destinyfinder.com). If you are a max member you have 10 free Destiny Profilers to give to your core team. This will reflect your team member's gifts, motivations, passions and delights.
2. Begin to get a good idea of what each member of your leadership team has as a personal vision concerning their future. Talk to them about it. Write this information down or make a spreadsheet containing each member's personal vision.
3. In the application section of "Team Alignment" you discovered the individuals in your core team's personal values and beliefs as compared to your own values and beliefs. Note the leaders on your core team that you found to be mostly aligned with your values. Make sure that those people are the leaders that are given the most responsibility on your team. Begin to make any adjustment needed to the current structure of responsibility within your team.
4. Does your leadership team embody each aspect of the six aspects of Christ?



1. Name - Write down the name of each member of your leadership team.
  - a. Alignment - Rate the member according to their alignment with you as their leader (on a scale of 1-10).
  - b. Expectations - Rate the member according to your expectations (on a scale of 1-10, do they have a clear understanding of their responsibilities and the vision of the church?)
  - c. Destiny Orientation - Note the member's destiny orientation (what are their gifts according to the 6-aspects of Christ. These results can be found on their destiny profiler)
  - d. Future - Finally, Is their current assignment developing them for their personal future?

Name	Alignment (1-10)	Expectations (1-10)	Destiny Orientation	Future

Name	Alignment (1-10)	Expectations (1-10)	Destiny Orientation	Future

## **2.5 A Thriving Team: Team Momentum**

### **Fulfilled Goals and Expectations Create Team Momentum**

One of the most important aspects of a team is how it flows and builds velocity as it works together.

#### **1. 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 success and failure, 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 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 an amazing flow and velocity that end up achieving what God wants to achieve.

#### **2. Momentum is the product of many little successes and breakthroughs.**

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 a certain amount of specificity on your part as a key leader.

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.

### **3. Team health requires a vision, goals, rewards, support, and feedback.**

Here are a few things that will create and sustain momentum in a thriving way in your church:

**Vision:** Continuously speak vision.

- Where are we going?
- What do you see in the future?
- How are we going to get there?

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 and goals 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:

- What do we do to bring Heaven to earth in our region?
- Build a set of steps.
- Divvy up those steps according to assignment.

Soon your team is functioning 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.

When someone knows that what they're doing is significant and valued, they're going to be able to put out the best kind of participation.

**Support:** 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 with your feedback. Offer people a "feedback sandwich": encouragement, correction, encouragement. If you're going to bring correction, always bring it with a lot of affirmation.

Key leadership provides feedback. We speak the truth in love.

Ephesians 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. 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 these five areas."

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.

You are called to build healthy, thriving teams who have momentum and are moving forward in the presence, power, and purpose of God. In order to accomplish that, you need to supply a set of elements to your team:

- Vision
- Goals
- Rewards
- Support
- Feedback

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.

# WORKSHEET QUESTIONS

*Take your time with the following questions, and write down your answers on a separate sheet of paper.*

## 1. Beliefs

How much have you valued momentum in the past? Do you believe it's possible to create momentum in your ministry? Do you believe momentum happens through big achievements or through a series of small achievements?

Do you believe it's important to define the next step you're envisioning in your ministry to your leadership team? Do you believe your leadership team needs a strategy of support, or should they be able to figure it out on their own? Do believe you should be sensitive with feedback or straightforward and blunt?

## 2. Behavior

Do you see signs of momentum in your ministry? Are you currently practicing the five steps to create momentum in your ministry?

Do you know the outcomes you're hoping to produce in your ministry? Have you seen signs of your leadership team members feeling enthusiastic, part of a team, and being willing sacrifice to see the ministry move forward? Do you feel like you're in God's will and bringing Heaven to earth?

## 3. Application

**Follow these steps to increase your ministry's momentum:**

1. Write down some of your current projects in your church. Break down your projects into smaller, incremental steps. Assign your all of your leaders these different, smaller steps once a week to be finished by the next weekly meeting.
2. In your weekly meetings define the next steps you're taking as a church, both individually, with individual assignments, and also together as a team and organization. Be extremely specific in these steps. Don't leave room for much generalization. Answer these following questions, in detail, for your team:
  - What are the outcomes we are hoping to produce?
  - How are we going to produce those outcomes?
  - How are we going to get from where we currently are to where we want to go?

### Optional:

3. Review the notes in section three. Fill in the following table. Write down ways to practice the five points below in your ministry.

**How Do I Practice These Points in My Ministry?**

<b>Vision</b>	
<b>Goals</b>	
<b>Rewards</b>	
<b>Support</b>	
<b>Feedback</b>	

**Example**

1. Vision - Have a meeting with the team about ministry vision. Include Q&A / feedback.
2. Goals - Pray. Build a set of steps and assign them accordingly.
3. Rewards - Give rewards to team members to show appreciation (monetary, public celebration, etc.)
4. Support - Have weekly or bi-weekly one-on-one meetings with your team members specifically to help them with anything. Refer them to somebody else for help if needed.
5. Feedback - Within one-on-one meetings spend some time giving your team members feedback. Use a “feedback sandwich”. (Remember, you should get permission from them when you recruit them to speak into their life and ministry.)

## 3.1 A Thriving Mission: Mandate

### Vision & Mission Constitute Our Mandate: What We See and Do

Every leader needs a mandate. They need to know where they're going and how they're going to get there. They have to know who they need and what kinds of gifting and participation they need to get themselves to the finish line and outcome.

*We should always begin every enterprise with the end in mind.*

— Stephen Covey, *The 7 Habits of Highly Effective People*

#### 1. Defining your intended outcomes and the pathway to fulfillment.

Many people believe that if you define your end result, you're actually putting God in a box. But that's not the purpose of a mandate, vision, and mission. The purpose is to eliminate the various points on the horizon you could be going after. It's to narrow your vision toward the thing God wants for you, knowing He's going to intervene, direct your steps, and guide you into the fruitfulness He's called you to.

It's really important to know a mandate isn't something that hinders God. This is something that empowers your relationship with God to achieve what He has for you.

**Mandate:** Mandate is vision, mission, and purpose combined.

- **Purpose:** Your purpose is to bring Heaven to earth and glory to Jesus. Everything you want to do corresponds to your purpose.
- **Vision:** A vision is what you see in the future. It's the destination you're called to.
- **Mission:** Mission is what you do to get what you see (vision). To define your mandate:
  1. Define your intended outcomes.
  2. Define the pathways to fulfillment.

#### 2. What are you called to build?

Ask the Lord, "What are You calling me to build?" Is there a ministry or church out there that seems to reflect what you believe you're supposed to build? Is there a prototype?

Who in history have you really admired and appreciated? What did they build?

Who in the Bible do you really respect? What was the outcome they produced through their life and ministry that you want to emulate?

There is also divine vision, such as Paul's divine mandate (Acts 9:1–6, 15:1–4, 12, 26:12–20; Ephesians 3:1–12).

Once you have your vision and mandate defined, you can begin to establish the stepping stones, objectives, and goals that will help you to get there. You cannot steer a car that's not moving. This will get you moving toward your goal.

### **3. The conjunction of personal, organizational, and regional destiny**

The people you're enlisting to work with you have a personal mandate as well as the mandate of your organization. As a wise leader, you have to minister in personal and organizational mandate. You have to treasure the personal mandate of the leaders you're raising up and at the same time value the organizational mandate God's given you.

As your leaders know you value them and their purpose in Christ as much as you value the fulfillment of the vision God's given you, they will not feel exploited, taken advantage of, or a mere utility in your organization. They will know their personal mandate and your organizational mandate have equal value in your mind.

Once you've determined and brought together a team with a mandate, you can assign responsibilities so the mandate can be fulfilled.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

How important is it to you to have a specific mandate for your ministry? Or do you believe you should just let God do whatever He wants? Do you believe you should have “wiggle room” concerning your mandate (meaning, it’s okay not to follow your mandate exactly)?

Do you think it’s all right for your ministry to look like another ministry, or should it follow its own model?

## 2. Behavior

Do you have the same value for the personal destinies of your leaders as you do for the destiny of your organization? Do your leaders know they will eventually be sent out to fulfill their own destinies?

Do you have a clear mandate for your ministry? What are the outcomes you want to see? Can you clearly define your purpose, mandate, vision, and mission? Are you “gleaning from” ministries you admire?

## 3. Application

Follow these steps to define your ministry mandate.

1. Review Section 1 in this chapter on Mandate called, “Defining your intended outcomes and the pathway to fulfillment.”
2. Define your mandate by answering these three questions:
  - What is your purpose?
  - What is your Vision?
  - What is your mission?
3. Now put all of the answers to these questions into a first draft statement defining your mandate.
4. Now in prayer explore what the Lord is calling you to build by thinking about these questions
  - Is there a ministry or church out there that seems to reflect what you believe you’re supposed to build? Is there a prototype?
  - Who in history have you really admired and appreciated? What did they build?
  - Who in the Bible do you really respect? What was the outcome they produced through their life and ministry that you want to emulate?
  - Do you have a divine vision from the Lord?
5. Make any adjustments to your statement defining your mandate.
6. Begin to create your plan at a high-level to accomplish the mandate. At this point it’s more of an outline – it’s a work in progress. Eventually it will be a large document in itself.
  - a. Write out the high-level objectives/goals.

- b. Write out the tasks associated with each objective or goal.
- c. Begin to assign the people to each task. Remember what you have already established with team alignment, team assignment and team momentum when assigning these tasks.
- d. Allocate resources (money, facilities, etc.) to accomplish the tasks.
- e. Create the approval structure and accountability for the plan.

### **Optional**

- 7. In one-on-one meetings, continue to develop your leaders toward their personal mandates. Make sure to take at least 50% of your time with them focusing on their personal purpose, vision and mission for their future.

## 3.2 A Thriving Mission: Motivation

### Start to Be Motivated by Delight

*All leadership is people movement.* Our primary focus as leaders is to move people developmentally in stages.

#### 1. Movement requires motive

If you're a good spiritual father or mother, you're working with young people, or lesser developed people, and you're moving them according to a set of criteria that will make them great adults at the end of the day. The goal of parenthood is not to raise children but to raise adults.

Our goal is not complete until our children are having children and their children are having children. It's a long, intergenerational continuum.

Motivation is the ability to get people to move. It's providing incentive—a reason for people to do something—and a motive. The word motive means “to move.”

Origin: Late Middle English: from Old French *motif* (adjective used as a noun), from late Latin *motivus*, from *movere* 'to move.' (New Oxford American Dictionary)

#### 2. Motivations: Duty vs. delight

We're moving people because we give them incentive to move forward.

What incentive do you normally use as a leader? Do you feel this is the best motivational tool for you to use, or is one motivational tool better than another?

Bruce Wilkinson of *Walk Through The Bible* fame did a study of Scripture to see what God's motivations were and he found God's motivations in the Old Testament were the following:

1. Reward
2. Fear
3. Love

He found that God's motivations in the New Testament was almost exactly the same. God wired people to be motivated by **reward**.

Hebrews 12:2: “Looking unto Jesus, the author and finisher of our faith, who for the joy that was set before Him endured the cross, despising the shame...”

Ultimately, for the joy set before Jesus He endured the cross.

As leaders, we need to think of a different way of motivating. In previous generations you could motivate by duty. Leaders used pressure, stress, guilt, and shame to motivate people. You can get short-term motivation by fear, guilt, or duty, but it's unsustainable.

How do you motivate?

### **3. Delight-directed motivation**

Move from duty-driven discipleship and motivation to delight-directed discipleship and motivation. Engineer your church to be a place where people can have “joy set before them” that will cause them to endure the “cross” of discipleship.

The motivation of highest delight is helping people fulfill their destinies. If you can do this, you can actually fulfill every mission God gives you.

1 Corinthians 12:18: *“But now God has set the members, each one of them, in the body just as He pleased.”*

If God has given you a mission as a church, every person you need to fulfill that mission is already in your church or they are coming. Your goal is not to create those individuals—your goal is to help them locate the dream in their heart and the passion inside of them and help them grow into that gift. Ultimately, every aspect of what God wants you to accomplish as an organization will be motivated by the personal fulfillment of each member achieving their personal destiny. The win-win possibility of those two things coming together is crucial to understand how to motivate this generation.

We need to understand aspects of God’s motivation in Scripture and apply it within the different church structures and volunteer requests that we’re making to our congregations.

In order to move people toward a mandate, you need to do three things:

- Motivate people sustainably by helping them discern and discover their personal destinies.
- Help them see how their personal destinies correspond to your organizational purpose.
- Blend the two together. Their fulfillment is also your fulfillment as a church.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

In your own words, what is the definition of leadership?

Do you believe leadership is people movement? Do you believe you're a spiritual parent who raises up children to adults?

Does the way you motivate your leaders matter to you? Do you believe that partnering with a leader's personal destiny and your organizational destiny is the best way to motivate your leaders? Do you believe that reward is the greatest motivator?

## 2. Behavior

Do you have a set of criteria you use to measure the stages of development for the leaders you're raising up? Do you use positive or negative reinforcement to keep your leaders motivated? What is the current way you motivate your leaders? Are the leaders in your church operating in their destiny designs in Christ to accomplish your ministry goals?

Are your leaders raising up leaders in your organization?

## 3. Application

Follow these steps to motivate the leaders and congregation of your ministry:

1. Write down the spiritual mothers and fathers in your church. These will be the primary agents of motivation in your church.
2. Begin to train your leaders this week to motivate the people in your church according to destiny and reward. Train your core team to spend 50% of their time developing the people they influence towards their personal callings and mandates, just as you have been doing with them. Have them follow the same steps you have been following.
3. Have your core team leaders give their secondary leaders the free destiny discovery assessment at [www.destinyfinder.com](http://www.destinyfinder.com). If you want a more detailed profile you can purchase it. This will reflect the secondary leader's gifts, motivations, passions and delights. Pro members receive one free destiny profiler. Max members receive 10 free destiny profilers.
4. Have your secondary leaders do the same with those they influence.
5. As you and your leaders find the personal destinies and mandates of those in your church, compare them to your organizational mandate. Help those being developed see the similarity between the two.
6. Motivate the people in your church by developing them *according to their destiny profile* while they are serving in an area of the church *compatible to their gifts and callings*.

## **3.3 A Thriving Mission: Mobilization and Movement**

### **Proactive Leadership Moves People to Achieve God's Results**

How do we move people? How do we move people in conjunction with God's purpose for them?

#### **1. How to move people personally and organizationally to the same goals**

Don't freeze in the middle of the battle. Sometimes we just freeze. Sometimes life is too intense. Sometimes we're dealing with trauma or difficulties. Sometimes we don't think the vision is clear enough and so we're paralyzed. Sometimes we're paralyzed by options.

If we're going to accomplish what God has set us to accomplish both personally and organizationally, we have to be able to engage the process of movement.

Proactive leadership moves people to achieve God's results.

How do you move people personally and organizationally toward the same goals? Help people identify their personal goals.

#### **2. Steps to helping people grow**

As a pastor of a church, the majority of your role is leadership development. Leadership development is why church exists and what it's about.

Matthew 28:18–20: "And Jesus came and spoke to them, saying, "All authority has been given to Me in heaven and on earth. 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." Amen."

There is no more powerful thing Jesus could have said at the end of His life before He ascended to Heaven. The words of the Great Commission are the final, last words of Jesus. They are the strategy for saving souls and transforming spheres.

Every church should be a disciple-making church. The problem is that terminology has become antiquated. How can we re-define this? How can we make it clear to everyone? And, how can we help people move forward in Christ so they can fulfill God's purpose in their lives?

It is essential that you move people developmentally. That's what discipleship is. Disciple means "learner." It means being a wholehearted follower. Create wholehearted followers of Jesus who can grab a hold of a vision for where they're going, who can find the motivation inside, and then guide them step by step.

Help them define their personal vision, and define your organizational vision so they can see how the two match up. Once you define these things for them, show them how they can fulfill their developmental goals by participating in areas of ministry in your church.

To give you an example, here is a strategy for raising up church planters. If someone is called to plant churches, they need to do the following:

1. Help in the children's church for nine to twelve months.
2. Join a life group and become an assistant leader.
3. Multiply out a second group and become the leader of that group.
4. Build your group and multiply your leaders within your group. Build to 20-25 people, multiply out two groups and oversee both groups.
5. Repeat step 4.
6. If you have three groups that you, personally, have raised up and multiplied, you probably know more about pastoral ministry than the average seminary graduate.

Moving people forward is a process of using your church and the ministry within your church as a vehicle. If you can get people on track and define their roadmap, you can help them at the end of the day.

As a pastor, it's your job to be a coach, asking people what they want to do, providing the steps for them to accomplish it, and cheering them on all the way.

John Wimber said his job as a pastor was not to close the back door of his church, because as soon as you start closing the back door, people will sense it at the front door. They will feel like it's a controlling environment and will not want to be a part of it. He kept the back door wide open. What Wimber did strategically was lengthen the distance between the front door and the back door. Then people had more time in the church before they were sent out to accomplish what God had for them to do. In this way, the church continues to grow and the momentum continues to be powerful and valuable.

### **3. Establish your pace of achievement and movement**

Pacing is important in the Kingdom. A church needs to be paced carefully so it is achieving the highest goal and the maximum output without burning out. How do you do this in your church?

People don't want to be a part of a church that's flat and sluggish, but they also don't want to be pushed so hard that they burn out.

Establish a pace of movement, both individually in your people's lives and organizationally, that will be sustainable and scalable over the long term.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe that leadership development is the main purpose of your church? Are mobilization and movement current values in your ministry? Do you believe having a step-by-step process for developing leadership is valuable?

What are your thoughts on the pace of your ministry? Is this something you have given much thought to in the past? Do you believe in having an open “back door policy” in your ministry?

## 2. Behavior

Do you feel your ministry is fairly efficient? How often do your leaders accomplish their assignments? Does it take a long time or the right amount of time? When your leaders accomplish goals, does it benefit both of you simultaneously? Do you have ways to bring your leaders into their personal destinies while benefiting your ministry?

Do you have a good pace of accomplishment in the development of your leaders’ personal lives as well as your organization? Do you and your leaders feel burned out and bored, or do you have a healthy flow of development? Do you feel like a coach who is helping and cheering on the leaders who partner with and serve you?

## 3. Application

Follow these steps to move people personally and organizationally towards the goals of your church:

1. Meet with your core team leaders to discuss their personal vision. In this step you will further define the vision of your church.

Fill in the categories below for each leader:

- Personal Vision (write in the leader’s personal vision for their life.)
- Organizational vision (write in the church’s vision.)
- Shared vision (write in the similarities between the two).

(Use the following table)

Name	Personal Vision	Organizational Vision	Shared Vision

2. What ministries in your church have the most in common with the personal vision of your leader? Begin to plant that leader mainly into that ministry. Begin to make any necessary adjustments.
3. Have your core leaders use this same process with the secondary leaders. Have the secondary leaders use this process with the third tier of leaders and so on. Finally, those in your congregation can go through this process.

**Optional:**

4. Begin working on a step by step plan of people-development for those in your core team. Your core team will use the same format for their secondary leader. The secondary leaders will use the format for their third tier leaders and so on. Use the example in section 2, "Steps to helping people grow" from these notes in this chapter to form similar steps for those you're developing:

**Example**

To give you an example, here is a strategy for raising up church planters. If someone is called to plant churches, they need to do the following:

1. Help in the children's church for nine to twelve months.
  2. Join a life group and become an assistant leader.
  3. Multiply out a second group and become the leader of that group.
  4. Build your group and multiply your leaders within your group. Build to twenty to twenty-five people; multiply out two groups and oversee both groups.
  5. Repeat step 4.
  6. If you have three groups that you, personally, have raised up and multiplied, you probably know more about pastoral ministry than the average seminary graduate.
5. Review the pace of achievement and momentum in your church. Fill in each category:
    - Ministry - The specific ministry within your church
    - Fast Pace, Medium Pace, Slow Pace - What is the pace of that ministry? Assess the pace of the different ministries of your church and mark the appropriate box.
    - Adjustments - Are there any ministries that need to slow down to avoid burnout? Are there any ministries that need to speed up? What ministries are in a good flow? Make any necessary adjustments.

Ministry	Fast Pace	Medium Pace	Slow Pace	Adjustments

Ministry	Fast Pace	Medium Pace	Slow Pace	Adjustments

## **3.4 A Thriving Mission: Momentum**

### **A Product of Many Little Successes**

An essential element of a thriving church is a thriving mission. That thriving mission depends on a destination, mandate, and purpose that we're moving toward, which we can then break into incremental goals. In the process of achieving those goals, we end up creating motivation and movement that allows people to feel like they're actually going somewhere.

*Momentum* is the effect of movement together. It's what physicists would call "inertia." It's the movement that causes an object going in a certain direction to continue in that direction until gravity stops it.

When you move forward, you want to create movement that sustains movement. If you have to micro-manage every single step your church is taking, that's a lot of work and a lot of stress.

You want to get your church moving in a certain direction and get your speed up high enough that you can coast at times. You can have movement that doesn't constantly have to be pushed to make it happen.

Momentum is a product of many little successes. It's achievement upon achievement, victory upon victory.

Example: Pacman game - Every leader has a certain set of lives that they can lose to actually move forward. But, you have to be careful how you use them. And, you can't afford too many mistakes in a row without sapping the momentum out of your church.

#### **1. Seeing God's will happen on earth generates momentum**

Momentum begins with a revelation of God. The presence, power, and purpose of God abiding in the church is the source of all true momentum.

When Jesus taught us to pray, He said, "Our Father in heaven, hallowed be Your name. Your kingdom come. Your will be done on earth as it is in heaven" (Matthew 6:9-10).

When we see God's will in Heaven being manifested on earth, the dynamic of momentum is generated and begins to grow. As it grows, it's self-regenerative. In other words, it just keeps growing.

#### **2. Cultural riverbanks contain volume and velocity**

Momentum and culture are greatly connected. Culture is like a river. It needs to flow from the highest places close to God to the place of reaching the world.

Part of the pastor's responsibility in generating and maintaining momentum is to make sure the riverbanks of your church are high enough. As you're moving the "water" of the Kingdom from the highest places of God's revelation to the places it needs to go— touching the world out there— there are waterfalls, rapids, smooth waters, another waterfall; there's movement down. The gravitational pull generates a momentum.

If you get anybody on that river in an inner tube, they're going to be carried where you want them to go. You don't have to micro-manage every person's destination because the river itself will carry them.

As a wise leader, you want to maximize your impact and minimize your pressure and effort. Ultimately, generating movement through momentum is key to that process.

Your job as a leader is to sandbag that river so it ends up at the destination you've called it to.

Maximize your momentum to produce the movement you've longed for until people arrive at the destination you believe they're called to individually and corporately together.

### **3. Velocity creates the movement**

How fast can we move the river? Is there too fast?

Sometimes churches can grow so fast that they become a crowd and not a church. There are so many people who joined in because of a healing, a great worship band, a great preacher, etc. People came to the church but they didn't join in. They didn't own the church. They didn't become a part. So in a sense, it was "superficial" momentum that caused this great gathering of a crowd. But when you put the effort to turn that crowd into a church by connecting people, getting to know people, and beginning to move people in the same direction the momentum dwindles.

That doesn't have to happen. We can actually build incrementally and consistently toward a goal.

If we understand our mandate, the destination we're moving toward, and we begin to build the basis of motivation and begin to move people, the movement itself will produce a momentum that will sweep others in and carry everyone to the destination of God, the fulfillment of His purpose in your church and in your region.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

What is your current value for momentum in the context of your church mandate? Do you believe momentum is the most effective way to produce maximum outcome from the least amount of effort?

How important is it to you to have a clear revelation from God for your ministry and where you're going? Do you value spontaneity or a plan?

What is more valuable to you in your ministry: quick, big crowds or a steady growing process?

## 2. Behavior

Do you see signs of momentum in your organization? Do you clearly and specifically know where God wants you to go as a ministry? Are you consistently sharing that mandate with your team and church?

Are certain aspects of the Kingdom, that you value, becoming part of the culture of your team and congregation?

How fast is your church currently growing, and how connected are the new attendees to your mandate and the ministry community?

## 3. Application

Follow these steps to bring momentum to your church:

1. Lead your leaders and congregation into times of prayer concerning fulfilling the mandate of your church. These times are designed to allow your people to catch the vision, from a heavenly perspective, of your church.
2. Within the next few weeks, preach on the mandate of your church. Also, have your small groups (if applicable) focus on your mandate in the next few weeks. Share the God-story of how you obtained your church mandate. Integrate this practice into your ministry schedule consistently. This is to cultivate cultural momentum.
3. Review the speed of your attendance growth. Are the new attendees connecting well to people within your church and growing or is your momentum slowing down? If you find momentum slowing down, take more time in developing people and connecting. Slow down on any conferences or special events that draw crowds. Begin to focus solely on building people incrementally and consistently towards connecting to others in the church, their personal mandate and the mandate of your church.

## 3.5 A Thriving Mission: Multiplication

### True Success Requires Succession (New Ministers and Ministries)

One of the primary mandates for all humanity is multiplication.

Genesis 1:28: *“Then God blessed them, and God said to them, “Be fruitful and multiply; fill the earth and subdue it.”*

#### 1. God builds the Kingdom through family

God has a purpose for humanity, and the way He decided to initially fulfill that purpose was through procreation: through the development of new children and the multiplication of new families, tribes, and nations.

Sin messed it up. God created a redemptive plan that began with family:

- Abraham and Sarah
- Isaac
- Jacob
- Twelve sons
- Nation of Israel
- God Himself became flesh and dwelt among us in Christ Jesus.

John 1:14: *“And the Word became flesh and dwelt among us, and we beheld His glory, the glory as of the only begotten of the Father, full of grace and truth.”*

When Jesus was about to ascend into Heaven, He gave a command to the Church. Essentially, it was the same command to be fruitful and multiply.

Matthew 28:18–19: *“And Jesus came and spoke to them, saying, “All authority has been given to Me in heaven and on earth. Go therefore and make disciples of all the nations.”*

We’re called, spiritually speaking, to birth new babies into the Kingdom and to raise them up into solid disciples and, ultimately, great leaders who will have their own children and fill the earth with the knowledge of the glory of God like the waters cover the sea.

Habakkuk 2:14: *“For the earth will be filled with the knowledge of the glory of the Lord, as the waters cover the sea.”*

#### 2. Success requires succession: Raising up leaders

This whole notion of multiplication is a thread that runs through the entire Scripture. It is crucial to your church in fulfilling the mission God has given you.

Every church needs a thriving mission, and every church needs to be bearing fruit—both in the lives of individuals but also in the greater region and life of your church. This requires the multiplication of new leaders/ministers and ministries.

Every true success requires succession. You want fruit that remains as a leader.

John 15:16: *"You did not choose Me, but I chose you and appointed you that you should go and bear fruit, and that your fruit should remain, that whatever you ask the Father in My name He may give you."*

You want to raise up sons and daughters who become fathers and mothers in their own right and have new children, and ultimately you can see your spiritual grandchildren and great grandchildren. You can see the Kingdom advance from the house you've built so God's purposes would be fulfilled.

This requires that you raise up new ministers and pioneer new ministries.

How do you raise up new ministers?

### **3. How to turn your church into a leadership/destiny incubator**

Rethink the way you're doing church. Are you doing anything within your congregation that is shutting down the gifted people?

There's a tension between *quality* and *quantity*. There's a tension between easy and risky. As pastors, sometimes we want "easy." But the kind of leaders we want to raise up require some risk.

Gifted people can be a little bit indomitable and may have some issues in their lives. But you can grab hold of them and train them up. Sometimes we'll neglect gifted people in the name of other people who are more stable but who aren't able to lead at the same level. We need to minister to both groups and see the potential in both groups. We can't be afraid to risk in order to see the leaders developed.

Don't be afraid of making some messes or having challenges. Babies growing up in the house create messes—don't be afraid of the mess! Embrace the mess and channel it. Ultimately, your church will profit and become more thriving because people will see what you're doing. They'll realize, "I'm not coming here just to serve your vision, Pastor. You're going to help me serve my vision while I serve your vision. The combination of those two realities become a win-win for you and me. And I'm going to pour myself out because I see that as I'm benefiting you, I'm also benefiting myself. I'm becoming the person God's called me to be while I'm fulfilling the requests you've asked of me."

Create a culture that fosters multiplication. Every church should be a leadership incubator. If we take the Great Commission seriously, that's what Jesus is saying.

We can re-design our churches to create that movement in the lives of our people, so they're constantly pushing forward to discover who they are in Christ and who Christ is in them. They can fulfill greater and greater responsibilities in the Lord and bear greater fruit in Him.

Just like a mom and dad in a natural household, our goal is not just to have children but to raise them. We need to raise the members of our church. We need to multiply them into new adults who are fully equipped and have achieved a level of maturity. This will help them to start their own families, raise up their own sons and daughters, and multiply Kingdom purpose beyond the confines of where they are currently in life.

Some of our churches have believers who are 20 or 30 years old in the Lord who still haven't discovered who they're called to be. They still haven't stepped out into their true destinies because the church, in general, has had a limited ability to help people discover who they're called to be.

How can you, as a pastor and leader, begin to move from mandate to motivation to movement to building momentum? As you do these things, the Kingdom of God multiplies. Multiplication is God's way of extending the kingdom throughout the world and you get to be the chief multiplier.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe your most important mandate is to multiply leaders? Would your church members see leadership multiplication as one of your main values as a key leader?

How do you feel about taking risks with people who may be less qualified than others but you see potential in their lives?

How valuable is the idea of succession in your ministry? How do you feel about family being the model of discipleship and leadership development (spiritual parents raising up sons and daughters, who become spiritual parents)?

## 2. Behavior

What is your current strategy for leadership multiplication? How many leaders have you raised up who have raised up others in the last few years?

Are there people in your church who have a leadership calling but it may be a risky investment to train them? Have you avoided training those kinds of people? Do people feel comfortable with the terms “spiritual mother” or “spiritual father” in your ministry? Are there people in your ministry who have been attending for years yet haven’t raised up any spiritual sons or daughters? Have any of your spiritual children raised up their own spiritual children? Do you have any spiritual grandchildren in your church?

## 3. Application

Follow the steps below to implement leadership multiplication in your ministry:

1. Write down your current plan for fulfilling the Great Commission. Does your current plan involve leadership development? If not, restructure your ideas to primarily involve leadership development. It may be work for you to have this perspective but this is essential in what you are building.
2. In your one-on-one meetings with the leaders from your core team, assign each core team leader the task to personally develop one new leader throughout the next 12 months. Give them time to digest the task.

3. Make a list of potential future leaders in your church. Fill in the four categories in the following table:
- Safe People - Those you have no problems developing in leadership
  - Risky People - Those you feel you would be taking a risk developing and/or who would make messes.
  - Problems - Write down the problems you see with developing the risky people.
  - Strengths - Write down the strengths that the problems may reveal.

Safe People	Risky People	Problems	Strengths
Ex) Jane Doe	Ex) John Doe	Ex) John is too outspoken	Ex) John could have a great gift of preaching the truth

4. Use the list of people above to begin focused leadership development.

## **4.1 A Thriving Culture: Values**

### **True Culture Facilitates Mission**

As a leader, there is nothing more important for you to focus on than building quality culture within your midst. Culture empowers you to guide your church where it needs to go as you give the least amount of personal input to each individual person in your ministry.

Once you build this idea of a movement of culture, it carries you where you want to go. It's like the wind over the ocean. All you have to do is just put up your sails, and you'll be carried to where you want to go. Culture is like a river coming down from a high place to a low place. It has waterfalls, rapids, and smooth areas, but to the extent that you can steer your river, the culture itself will carry you where you want to go.

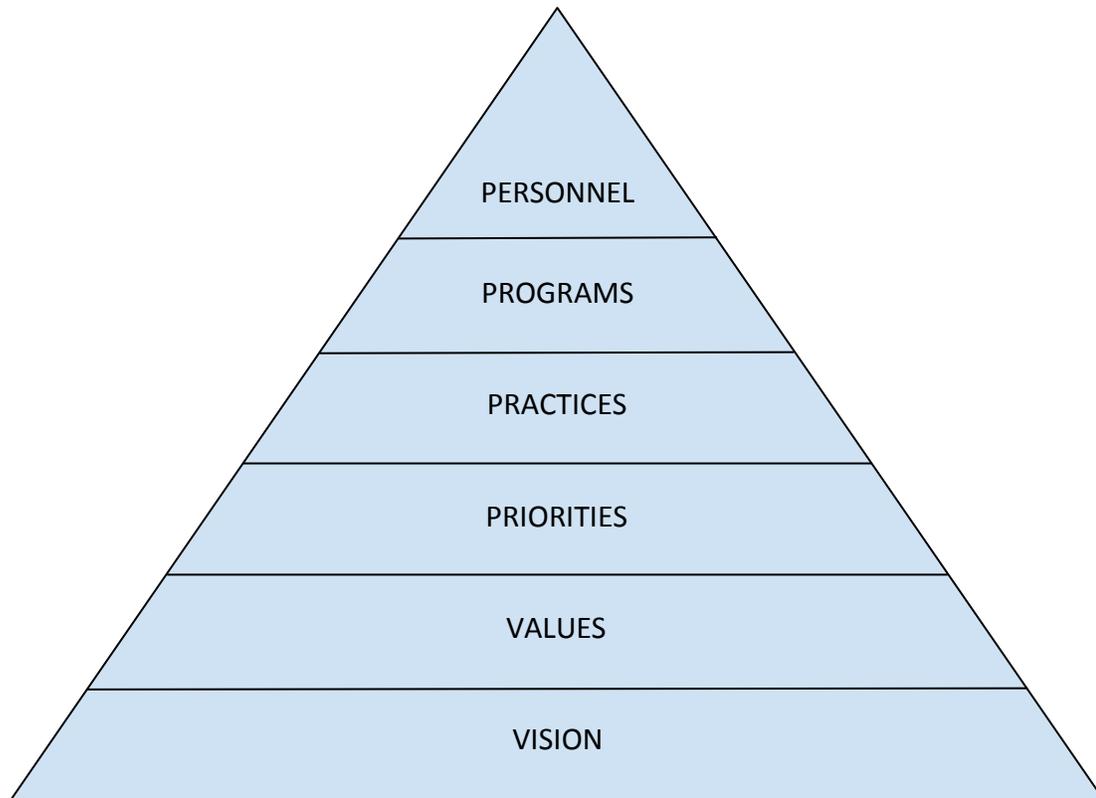
Culture is to community what habit is to an individual. Culture becomes an asset you can harness in leadership if you build it intentionally.

Culture is always happening. Either you're building your culture on purpose or you're building it by accident, but you're building it every day, every meeting, and every context you're involved in. The problem with accidental culture is it pulls you in five or six different directions and diffuses your energy. It's inefficient, ineffective, and not very excellent.

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.

## 1. Core convictions help us define relative importance and worth

### John Wimber's Model of a Healthy Church (revised by Michael Brodeur)



**Vision:** Vision is crucial to culture. 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 off in the future. *Mission* is what you do to accomplish what you see. Mission consists of primary, big blocks of achievement with goals and objectives as the sub blocks of achievement.

**Values:** Values are the almost indefinable basis by which you judge the relative worth of one thing compared to another. 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 you ever unified in your secondary or third level approaches. Values are most often words that end in -icy, -ity, or -ness.

A value like 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?

## **2. 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 checkbook or calendar, you can see a set of values portrayed in how you manage your time.

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?

## **3. 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 and velocity.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe that culture is *imperative* in ministry, or is it an *option* in ministry?

Do you believe that having shared values in your leadership team is an essential requirement to fulfill your ministry vision? Do you believe shared values are essential for team unity?

Do you believe you can create culture by not doing anything about culture?

## 2. Behavior

What are your personal values? Do you know the values of the individuals on your leadership team?

Where is most of your time and money used in your ministry? Do your church calendar and checkbook match your values? Does your ministry vision reflect your core values?

Do you see any aspects of culture in your ministry that seem to have been unintentionally created by itself or by neglect?

## 3. Application

**This week begin to create a greater sense of culture within your church. Follow these steps to begin the process by focusing on establishing the values of your church:**

1. Review the vision of your church. Answer these four questions:
  - Where am I geographically?
  - What am I called to accomplish in the area?
  - How am I going to accomplish it?
  - What will it look like in five years?
2. Make a list of your top ten personal core values (number one, being the most important and number ten, being the least important). Ask your core team to do the same in the same format.
3. In your next meeting, have everyone share their personal core values in their order of importance.
4. Talk about why they chose the values they chose and why they are in the order they are in. Share your heart concerning your values and their order. Begin to get buy-in from your team, while possibly adjusting your own list because of their input. If you do adjust your list then your organizational values will also have to be adjusted to match your personal values (See Application Section in 2.3 A Thriving Team: Team Alignment).

**Optional:**

5. Look at your church calendar and the allocation of ministry funds. Take note of where most of your time and money are going as a church. Do they line up with your values? If not, begin to look more closely into bringing your values into sync with what you are actually doing as a church.
6. Email your staff the top 10 organizational values of your church that you have previously reviewed with them. Have them use this list as a guideline in making ministry plans. This will bring greater unity and cohesion to your team.

## 4.2 A Thriving Culture: Priorities

### True Culture Arranges Your Priorities

*Values, priorities, and practices* are the three primary ingredients of culture.

Priorities is how you allocate your resources on the basis of your values; because you only have limited resource.

#### 1. 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.

Romans 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.

#### 2. 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 for because people are too busy. Their people's ability to focus their lives and give six to ten hours a week to Jesus 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."*

Romans 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."*

All of us are committed to Jesus at a Mark 8 and Romans 12 level, but there's so many demands on our priorities that we need to fall back and begin to re-organize in order to achieve what God wants us to achieve.

Different kinds of churches will have different priorities. Here are some examples within a Sunday morning meeting:

- 1 hour in Scripture and teaching
- 20 minutes in Scripture and teaching
- 15 minutes on worship

- 1 hour waiting on the Lord and deliberating
- 2–3 teachers in a day
- 1 primary teacher
- Ministry teams at the end of service
- No ministry team
- An altar call every service
- A 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 sits.

If you think about it from 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?

### **3. Priorities reinforce our cultural riverbanks**

Priorities are a key component of culture. They give framework to the culture we're trying to build.

You can reinforce priorities again and again by celebrating what works and correcting what doesn't. It's simple. This is called "sandbagging" your river of culture. You can put down sandbags that will actually shape your river and help it flow in the direction you want it to go.

One side of that shaping is celebration and testimony. Celebrate the exercise of a priority that produced a result.

The other side of that shaping is correcting misbehavior either by private, personal correction or general preaching about an issue that needs correcting.

Correcting misbehavior and celebrating right behavior reinforces your priorities for the outcome you're longing for.

As the key leader, you have a responsibility to strengthen your values and to start organizing those values into a set of priorities that reflect your true identity as a church. As you do that, a sense of framework, riverbanks, movement, and motion will carry you forward. Momentum will build that

will cause the majority of the people who are with you 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; the goal that you caused the river to flow towards.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe your priorities shape your culture? Why or why not?

How important is it to you to have your priorities match your values? How much do you value knowing how you spend your time, money, energy, and resources?

Do you value having a culture of correction and celebration? Do you believe both celebration and correction can be exercised simultaneously in your church?

## 2. Behavior

Do you know where you're focusing your time, money, energy, and resources? How are those resources in line with your values and vision? Are you intentionally focusing your resources on getting to your goals? How are you doing this, or how could you improve in doing this?

Are the priorities you're practicing as a church producing the outcome you want to see in the lives of your leadership team and congregation? How are you celebrating the fulfillment of priorities?

How are you bringing correction to misbehavior in your ministry?

### 3. Application

This week, begin to organize your priorities as a church with your values. Follow these steps:

1. Fill in the six categories below in the following table:
  - Current Personal/Time - How are you spending your personal time?
  - Current Personal/Money - How are you spending your personal money?
  - Current Personal/Talent - How are you spending your personal talents?
  - Current Organizational/Time - How are you spending your church organization's time?
  - Current Organizational/Money - How are you spending your church organization's money?
  - Current Organizational/Talents - How are you spending your church organization's talents?

RESOURCES:	Time	Money	Talents
Current Personal			
Current Organizational			

2. Using your core values list, write in a proposal of where most of these resources should go personally and as a church to be in sync with your values. Remember, your personal values should be almost, if not, identical to your church values. Answer these questions in the process:

- What kind of church am I building?
- What are the priorities I want to put in place?
- How do those priorities relate to my vision and values?
- How do those priorities relate to the lifestyle I'm trying to engender in the people I'm leading?

Fill in the six categories below in the following table:

- Proposed Personal/Time - Where should your personal time be spent?
- Proposed Personal/Money - Where should your personal money be spent?
- Proposed Personal/Talents - Where should your personal talents be spent?
- Proposed Organizational/Time - Where should your church organization's time be spent?
- Proposed Organizational/Money - Where should your church organization's money be spent?
- Proposed Organizational/Talents - Where should your church organization's talents be spent?

RESOURCES	Time	Money	Talents
<b>Proposed Personal</b>			
<b>Proposed Organizational</b>			

3. In your next meeting, take your list of priorities and share them with your core team. Because you've already been working on values with them, this should be a relatively easy process. Begin to get buy-in from your team. Ask for their input and make any changes to the list that you feel is necessary. Have your core team begin to get buy-in from the secondary leaders concerning these priorities. Encourage your team to make these priorities a personal lifestyle.
4. Every week, give testimony and celebration to any stories of those in your church exercising these priorities and seeing good results.
5. When applicable, correct any behavior in your church that is damaging to your priorities. Do this by having private conversations or by talking about it in a general way while preaching or teaching. Be careful not to be too correcting. Only do it when you feel like it's really needed. *For example, if you discovered sexual promiscuity happening in your church. This would be directly opposing a priority of bringing people out of sexual addiction.*

## 4.3 A Thriving Culture: 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.

#### **1. 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 naturally do 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 Starbucks, gym, or some other kind of setting?

Do they naturally pray for the sick when there's an opportunity to?

When somebody shares a need with them, do they naturally stop and really counsel the person and pray with them?

One of the big challenges we have is that Churches are built so programmatically that we end up putting in programs to facilitate outcomes. Structure should only be there to contain the substance that's already in place.

#### **2. 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.

Practices are pervasive. Practices will affect.

### **3. 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, all of a sudden you find 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.

**Parable of the seeds and soils** (Mark 4:3–9, 13–20)

**Pathway seed:** Hard, compacted ground. The birds of the air came and snatched 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.

**Good soil seed:** People who receive the word in good soil. How do we create good soil? That's culture. How do we facilitate it? That's with values, priorities, and practices.

As you facilitate culture, you're going to find a tipping point within your church where people are going after God at an ever-increasing rate; to the extent that you celebrate those who have achieved that lifestyle. And, you also want to challenge and discourage 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.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe lifestyle practices should be more natural, or is it better for them to be steered by programs? Do you believe your core team should keep each other accountable for their lifestyles even outside of church work hours? Why or why not?

Do you believe that practices are contagious, whether healthy or unhealthy? Do you believe in healthy celebration and correction concerning the exercise of either good or bad lifestyle practices in your congregation?

Do you value a life-on-life model for creating lifestyle practice, or do you believe it should be an individual's decision? Do you see a difference between the secular and sacred—that is, do you think it is important to distinguish between what is “Kingdom” and what is “everyday life”? Should there be a difference between these two things?

## 2. Behavior

What are the natural lifestyle practices of your congregation, leadership team, and family? What are your own natural lifestyle practices?

Are you in a small group with your core leaders? As the key leader, are you accountable to any of your core leaders? Do they have the right to speak into your life, just as you speak into theirs? How relational is your ministry?

Do you celebrate right lifestyle practices in public, such as during a Sunday service, or privately? Do you bring corrective feedback to unhealthy lifestyle practices?

## 3. Application

**Evaluate the lifestyle practices of your congregation, leadership team, family and yourself. Follow these steps:**

1. As you implement your values and priorities into your personal life and church, begin to look for the way people are “naturally” living their lives. Be aware of these natural responses in your life, your leadership team, and congregation.  
Ask yourself these three questions:
  - What is my lifestyle like?
  - What is my people's lifestyle like?
  - How can I influence the lifestyle of people to match my values and priorities?
2. Make a list of, or note, the lifestyle practices you observe as you answer the three questions above. Continue to make observations and writing them in this list. Note any ideas or God-given thoughts to influence people to match the values and priorities of the church.
3. If you haven't already, start a small group with your core leaders. If they are on staff, make it a mandatory meeting. Meet once a week at the same time and location. You can call it a

“Church Culture” group if you want. Go in depth about your personal and church values, priorities and practices. Hold each other accountable.

Ask questions like these:

- Are we sharing the gospel with unsaved people at least once a week?
- Are we personally being generous beyond our tithe? etc.

4. Within your small group focus on answering the following questions:
  - How do we steer people toward practices that are life-giving and kingdom-oriented?
  - How do we steer people toward practices that are growing us in the ways we’re called to grow?
  - How do we limit behaviors that cause brokenness and diffusion of energy and time?
  - How do we encourage people to do things in their lives that are life-giving?
  - How can we encourage our people to inject Jesus into everything they do as individuals? Begin to apply some real solutions as a team.
5. Continue to celebrate good behavior and correct damaging behavior, as we mentioned in the application section for “4.2 A Thriving Culture: Priorities.” This will continue to “sandbag” and support your river of culture.

## 4.4 A Thriving Culture: 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.

#### 1. Programs are necessary to provide structures to our cultures

Your bones help you get where you need to go. If you didn't have bones, you wouldn't be able to ambulate, or 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 have become burdensome.

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.”

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.

#### 2. A program must be consistent with our 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 and good, but they constantly need to be evaluated, tweaked, and adapted so they carry life.

### **3. 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. It is like putting 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 cup just serves as a container for what we're really longing for. That is structure. That is program.

As a lead pastor, you have a responsibility to constantly be creating 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 create too much structure that has outlived its purpose.

As you build culture, the container for culture is the coffee cup. Culture is the coffee, but the cup is what you carry it with. The cup is the vehicle for carrying the substance of God to where you want it to go.

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. They're just vehicles.

Most people are no longer driving the same car they first learned how to drive in. 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 be sustaining, nor are they supposed to be sustaining. And they're certainly not supposed to be 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 place 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 authoring. 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 and/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.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

How much do you value implementing programs in your ministry? Do you believe it's okay to discontinue old programs even if people are still a part of them?

Do you believe every program in your church should line up with your values, priorities, and practices as a church? Do you view programs as the "bones" of your ministry? How could your programs be an expression of your vision, values, priorities, and practices?

## 2. Behavior

What programs are in place in your ministry? What kinds of programs do you want to add or subtract in the future?

Do you feel your programs agree with your vision, values, priorities, and practices? Do you allow people in your congregation to pioneer programs that don't line up with the church's vision? Do you encourage those who align with you as the key leader to start programs?

Have you ever experienced a program that failed? If yes, do you think the failure was because the program didn't line up with your vision, values, priorities, and practices? Do you try to make sure your new programs align with the substance of your ministry?

## 3. Application

Take a look at your programs this week and focus on aligning them with your culture and making any necessary steps to change any of them. Follow these steps:

1. Make a list of all the programs that are in your ministry.
2. Take the vision of your church, your list of church values, and your list of priorities and bring them together. Next, look at your lifestyle practices observation list that you started in the application section of "4.3 A Thriving Culture: Practice." Consolidate these lists in the following table:

Vision	Values	Priorities	Lifestyle Practices	Programs

Example:

Vision	Values	Priorities	Lifestyle Practices	Programs
Our vision is...	authenticity...	time with people...	people want to know who you really are...	Small Groups

Which programs are consistent with your culture (vision, values, priorities and practices)?  
Which are not?

This would be an example of a misaligned culture and program:

Vision	Values	Priorities	Lifestyle Practices	Programs
Our vision is...	authenticity...	time with people...	people want to know who you really are...	Bible Classes

- Note the ministries that do not align with your culture and talk with your team about discontinuing or restructuring those ministries to be consistent and naturally align with your list.

### **Optional:**

- Write down any programs in your church that seem to be running based on tradition and are more work than they are life-giving. Talk with your team about this issue and get their feedback. Do they see any of these kinds of programs in your church? Talk about either discontinuing those programs or restructuring them to be life-giving, aligned with your culture, more natural, and possibly with less structure.
- Write down any ministries that you don't currently have that would be a great fit for your vision, values, priorities and practices. Should you pioneer this new ministry? Talk to your team about it.

## 4.5 A Thriving Culture: 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 this teaching "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?

#### 1. 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 Help."

**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? 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 a head above the people they're leading?

**Heart:** Make sure that people are thriving internally and living in the fruit of the Spirit: love, joy, peace, longsuffering, etc. 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?

**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 a fair number of them recover? Do they know how to counsel or minister inner-healing? All of these skills are essential.

Matthew 10:8: *“Heal the sick, cleanse the lepers, raise the dead, cast out demons. Freely you have received, freely give.”*

**Help:** You want to make sure that every single, person you’re releasing into leadership, every one of your personnel, are able to get the help they need when they need it. Do they have a teachable spirit?

**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 a number of skills—but you can remedy that, because they’re open.

## **2. Shared values, priorities, practices: Culture.**

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?

## **3. 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 can “control” them. It means there are a lot of 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 all your cards are on the table because it can be dangerous in the long run. They’ll generally tend to break off and want to do their own thing after a while.

If somebody is joining your leadership team either as a volunteer or taking a staff position, ask the person questions like these:

- Am I 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? Is this person aligned with you?
- 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? To 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 have the ability to really help you out?

**Privilege:** Are they able to enjoy what it means to be a leader and the benefits that come with it, without being entitled and feeling a sense of dogmatic ownership? (This is where they feel like they deserve something more than what they received.)

All of these aspects are crucial to staffing around culture in a healthy way. 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 thriving church of thriving members who will transform your city and the region around you.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe your personnel are the key to creating culture in your ministry? Is it okay for you to have co-leaders who don't necessarily see you as their pastor? Why or why not?

Do you believe every H in the "5-H's of Qualification" is essential? Would you hire somebody solely based on their teachable spirit?

To what extent do you believe your personnel should align with your vision, values, priorities, and practices? What value do you place on the following requirements for your personnel?

- Alignment
- Accountability
- Responsibility
- Authority
- Privilege

## 2. Behavior

What is your current selection process for bringing on new personnel? How would you assess your personnel according the "5-H's of Qualification"? Are your personnel teachable?

How close do your personnel currently align with you as their leader? Are you able to speak into the lives of your leadership team? Do your personnel put in extra effort when projects or situations get tough?

How do your personnel interact with the congregation? Do they always correctly use their authority as leaders?

How humble is your leadership team? Are they generous, or is there a sense of entitlement at times? Do you have any personnel who see themselves as co-leaders but don't see you as their pastor (or mentor, as the case may be)? Have you come to a mutual understanding with that person?

## 3. Application

**Your culture and programs are really supervised by your personnel. Follow these steps to make sure your personnel are ready to lead and are in unity with what you're building:**

1. Review Section 1 in the notes above, "Qualifications for your team." Fill out the following tables:
  - Current Leaders - Assess your current personnel according to the "5-H's of Qualification."
  - Future Leaders - Assess what you want your future personnel to look like according to the "5-H's of Qualification."

<p><b>5 H's of Qualification</b></p>	<p><b>Current Leader:</b> _____</p>
<p><b>Health</b></p>	
<p><b>Head</b></p>	
<p><b>Heart</b></p>	
<p><b>Hands</b></p>	
<p><b>Help</b></p>	

5 H's of Qualification	Future Leaders
Health	
Head	
Heart	
Hands	
Help	

- Use the following table for assessing the level of agreement with your current and upcoming leaders and you concerning your culture. To what extent do you share vision, values, priorities, and practices? Do they live these outside of the church setting as a part of their everyday lives?

Shared Culture Between the Senior Leader And a Team Member	Church/Senior Leader	Leader's Name: _____	Shared Culture
Vision			
Values			
Priorities			

3. Within your core team small group talk about promoting and personifying your culture with your team. Does each individual in our core team have the same vision, values, priorities, and practices? Do they live these outside of the church work hours as a part of their everyday lives?
4. Assess your leaders according to these five areas: alignment, accountability, responsibility, authority and privilege. Review section three in the notes, "Alignment, Accountability, Responsibility, Authority, Privilege."

Answer the questions given for each category below:

- Alignment - Are they aligned with you as the key leader?
- Accountability - Do you have a right to speak into their life and help them grow?
- Responsibility - Are they willing to accept responsibility? To 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 have the ability to really help you out?
- Privilege - Are they able to enjoy what it means to be a leader and the benefits that come with it, without being entitled and feeling a sense of dogmatic ownership?

# 5.1 Thriving Members: Every Member Ministry

## True Disciples Prioritize Lordship and Partnership

As C. Peter Wagner points out in his book, *New Apostolic Reformation*, five hundred years ago we had a protestant reformation led by Martin Luther and some other leaders. In that process, they rediscovered and reasserted a truth called the “priesthood of every believer.”

Wagner’s point is that we reformed our concept, but we never reformed our practice. In other words, we came up with this idea that we don’t need intermediaries and that every single member of the Body of Christ matters—that they’re important, that they have a role to play, that they’re all members of one great body, and that God’s purposes on the earth will not be fulfilled until every member’s functioning at the fullness of who God called them to be.

We came up with this theory, but we never implemented it in any kind of tangible way. The way we did church remained the same. There was still a stage in front, pews facing forward, 80 percent of the body as spectators, and only about 10–15 percent of the people actually doing any public ministry. Those few individuals grow in their abilities to serve and minister, but the rest of the church stays static and stagnant in their personal pursuit of God and ministry.

We are trying to build churches that activate every single person. We want to build churches 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. They can affect Kingdom reality everywhere they go through their lifestyles.

### 1. Every member ministry

The beginning point of 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. In that purpose we come together and go beyond just mere relationship, although relationship is essential and important. But we move from relationship to partnership, where we’re really 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.

## **2. 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.

Ephesians 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 twenty-five to 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.

Matthew 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 two things 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 we do, out of love, minister because that's the nature of God's work within us.

### **3. Activate every single member**

It's essential for every church to be able to help people, first of all, discover their God-given design. We help them be able to understand their gifts, spiritual gifts, and calling, and we also help them begin to discern their true God-given passions and dreams.

As we do this, we can build a spiritual profile for each one of our members. We have the possibility of approximating their sense of destiny so we can begin them on a journey of purification and eliminate obstacles and hindrances to their destiny. Then we can implement strategic planning to fulfill that for which Jesus created them.

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.

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, all of a sudden, new ministries are launched and new impact is experienced in your community.

Your responsibility as a senior pastor is to be an activator, mobilizer, and a destiny-coach. 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.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe that “the priesthood of every believer” includes the full activation of every believer in their unique gifts and calling? In your opinion, is the Body of Christ currently doing a good job of activating every member?

What value does your church give to the principle of the lordship of Jesus? Do you value the principle of partnership with God in ministry? What are your thoughts concerning the dichotomy between “being” and “doing” in the Kingdom of God. Do you believe this is a true or false dichotomy? Do you believe we have underemphasized “doing” things for Jesus?

In section 2, we see this paragraph, “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 two things are key in Him because He has absolute integrity and authenticity as a Being.” Do you have a perspective of God that sees him doing who He is and being what He does?

How valuable is it to create a spiritual profile for every member of your church?

## 2. Behavior

What percentage of your church is visibly operating in their God-given design, gifts, and calling? Do you currently have a spiritual profile for the members of your church?

Do you see your ministry operating in the principles of lordship and partnership? How much are you emphasizing the Kingdom’s “being” message as compared to the Kingdom’s “doing” message?

Do you see different people operating in a variety of different gifts in your church?

## 3. Application

**Begin to create an environment in your church that develops people into fulfilling their personal ministries and callings. Follow these steps:**

1. Begin to implement more evangelism in your church
2. Begin to bring a greater emphasis on hearing the voice of God in your church. Give people opportunities to hear from God about every aspect of their lives.
3. Begin to bring a greater emphasis on partnering with God with what he wants to do in your church, region and all over the earth.
4. Take a coming up Sunday to share on the idea that people are saved for a purpose and to serve others (Kingdom Purpose). In other words, stress partnership with God and making an impact in the world on a practical level. Feel free to take any material from these notes to help you with writing the sermon.
5. Have as many members of your church as possible complete the free destiny survey on [www.destinyfinder.com](http://www.destinyfinder.com). If they want a more detailed survey they can purchase it. Begin to build a destiny profile for every member of your church.

6. With your destiny profiles, begin to help your members get on development tracks to be activated in their individual giftings and callings. You will need your secondary and third tier leaders to help you do this.

## 5.2 Thriving Members: 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 people have pulled apart. 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.

A typical story of settling the west goes like this: We wanted to farm sheep, so we killed wolves and predators that were 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. There are a hundred factors in your life that have all created a status of relationship. If you move one thing, the pressure of everything else will tend to pull that thing back into habit or function. So, 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 a little bit of 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?

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.

#### 1. 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 fulfill their vision for their lives. You get your payoff as you help them to flourish in Christ.

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.

**Intentionality:** You need to step into the fray and really start encouraging and challenging people to sift through their lives in a way that produces results.

## **2. Manage your life according to priorities**

Watch the following video of Steven Covey, as he gives an example of prioritizing:

<https://www.youtube.com/watch?v=CzQ6gZ4FoY> (Steven Covey, 7 Habits of Highly Effective People, Big Rock Display)

Challenging people to get the "big rocks", or the priorities, in their lives in place is really crucial to lifestyle adjustment.

What are the five primary things you need to put in place in your life?

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. So people need to shift their lifestyles to ensure their long-term sense of fulfillment.

Encourage people to re-engineer their lives.

We have 168 hours in a week. It takes roughly sixty hours a week to maintain your life (sleep and personal hygiene). That leaves about a hundred hours for you to do life. Those one hundred hours could be a framework for how to re-engineer your life.

You have 100+ free hours a week. Ask yourself, "How do I do life for Christ?"

### **3. Tithing your time: Setting a priority of Kingdom**

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 live their lives tithing their time. Tithing your time looks like ten to eleven hours a week. It's a good starting point for giving Jesus your time.

Ten to eleven hours a week can be filled pretty easily. For example:

- Daily quiet times with Jesus and studying the Word
- Sunday morning church service
- Sunday Night
- Small Group
- Ministry opportunity
- Having lunch with a few people during the lunch hour doing discipleship
- Once every six weeks, going out on the streets and doing some kind of care for the poor

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.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

In your own words, what is a lifestyle “ecosystem”?

How important are right motives as you enlist people in your church? How much value do you place on intentionality in lifestyle?

Is it your church member’s “job” to serve your vision? Or is it your job to serve their vision? How important is it for you to disciple those who are serving vs. not serving?

How important is it to you that your members prioritize their lives well? Should you encourage people to re-engineer their lives? Do you believe that your church members should tithe their time to Jesus in service?

## 2. Behavior

What does the ecosystem of your ministry, leadership team, and personal life look like right now?

When recruiting help, is your main motive to connect people to their personal gifts and callings by giving them an opportunity to serve in a related area of your ministry? Do encourage intentionality in your ministry?

Do you know and operate according to the five main priorities of your ministry?

Do you encourage tithing your time in your ministry or, at the least, giving some time to serving others? Do you see measurable growth in people by them being “stretched” in your ministry?

## 3. Application

**Having a kingdom lifestyle is crucial for people to fulfill their personal callings and to see the local church thrive. Follow these steps to help your members live this kind of life:**

1. Take a Sunday service to talk about living a lifestyle that prioritizes Jesus and fulfilling personal destiny. Use these notes if needed. Make this a very practical teaching.
2. Begin to intentionally recruit ministry volunteers. Make sure that the positions you are recruiting for match an individual’s destiny profile and passion. Remember, this is primarily to foster the kingdom lifestyle, gifts and callings of your members. Only in this place of service will they truly be able to be developed.
3. Share the Steven Covey video about prioritizing with your leaders and/or congregation. Have your church members answer the question, “What are the five primary things you need to put in place in your life?”
4. Encourage your leadership team and church to use a hourly calendar. Encourage them to put a title on the calendar that says “How do I do life for Christ?” Share this idea with your leaders and your church as a resource to prioritize their lives.
5. Begin to encourage your church to tithe their time. They can put in their hours in their hourly calendar. This would be 10-11 hours a week if possible. Ten to eleven hours a week can be filled pretty easily.

Examples of those 10-11 hours:

- Daily quiet times with Jesus and studying the Word / 3 hrs.
- Sunday morning church service / 2 hrs.
- Sunday Night / 2 hrs.
- Small Group / 2 hrs.
- Ministry opportunity / 2 hrs.
- Having lunch with a few people during the lunch hour doing discipleship / 1 hr.
- Once every six weeks, going out on the streets and doing some kind of care for the poor / 3 hrs.

Don't be legalistic about this, but impart the importance of living a kingdom lifestyle in a tangible way. Begin to make it a part of the culture of your church.

## 5.3 Thriving Members: Destiny Discovery

### True Disciples Develop toward God-Given Design and Dreams

1 Corinthians 12:20–25: *“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 unpresentable 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.”*

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.

#### 1. Every person in your church has a unique destiny

According to Ephesians 2:10 and Psalm 139, God has a destiny for each person.

There are over 7 billion people on the planet. Not one of us has the same fingerprint—God made us all so entirely unique. He’s also given us certain gifting, abilities, histories, perspectives, and personalities, and He is going to use them to represent Himself through us in the world in a way nobody else could. In other words, God wants to be known through you and through the people you’re leading.

Everyone has a different gift and calling, and everyone has a different ability to reflect Christ.

The goal of showing Jesus in the world is the goal of mobilizing every single member.

How do we do it? Do we do it on a cookie-cutter basis like joining the military? Do we all go through boot camp and everybody is exactly the same with the same uniform? No! That isn’t God’s way of doing it. Everyone is entirely unique and different. 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. We need to help them discover their unique wiring, because everyone has been wired differently.

#### 2. Thriving members live delight-directed lives

**History:** Every one of us has a different history, a different family of origin, a different set of formative events that shaped our perception of life, and a different DNA pattern. Our history matters.

**Gifts:** Each of these gifts has a place in helping to identify who you are. They’re aspects of your character and nature:

- Five Ministry Gifts of Christ: All of us have some resonance with one aspect of the ministry gifts of Christ as found in Ephesians 4:11: “And He Himself gave some to be apostles, some

prophets, some evangelists, and some pastors and teachers.” Your gift mix aligns with one of those more than the other. You can identify aspects of yourself in those five gifts. If you do that will help you to be more specific about what you’re called to do.

- Seven Motivational and Personality Gifts: Romans 12
- Nine Supernatural Gifts of the Holy Spirit: 1 Corinthians 12
- Dreams and Passions: God Himself has ordained these inside of you.

Philippians 2:13: *“For it is God who works in you both to will and to do for His good pleasure.”*

God makes us want to do it by the grace within us. Then He gives us the grace to do it. He’s actually shaping our desires.

Psalms 37:4: *“Delight yourself also in the Lord, and He shall give you the desires of your heart.”*

John 15:7: *“If you abide in Me, and My words abide in you, you will ask what you desire, and it shall be done for you.”*

The assumption is this; that what you desire has been shaped by the fact that you’re abiding in Him, and that He and His words are abiding in you. Your desires are constantly being shaped to align with God’s desire for you.

God moves in us through what delights us.

Hebrews 12:2: *“...who for the joy that was set before Him endured the cross, despising the shame, and has sat down at the right hand of the throne of God.”*

Jesus, for the joy set before Him, endured the cross. Why are you enduring the cross?

Mark 8:34: *“Whoever desires to come after Me, let him deny himself, and take up his cross, and follow Me.”*

Jesus 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 saw us two thousand years from then serving Him because He died, and that joy energized Him.

By helping people discover their destinies, we create within our churches a delight-directed discipleship, not a duty-driven discipleship.

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.

Delight-directed discipleship is the key to mobilize every member in your church.

### **3. Once we’ve hooked people to their destiny, we can define a pathway for their development**

A dream becomes a hook, and that hook calls you forward. In the process of pursuing that dream and vision is where God is able to work on you the most effectively. You will be more than willing to abandon every hindrance in order to obtain what Jesus created you for. Abandoning hindrances or

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, then their development and all the sacrifice of development becomes a relatively easy process.

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 than you could imagine. 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 the region around you.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

How much do you value the delight aspect of discipleship? Is discipleship better directed by delight or duty? Do you see discipleship as something that needs to be tailored for each individual, or is it something that can be done through a general program?

Is joy a priority in discipleship for you? How is joy related to personal destiny fulfillment?

Should the destinies, passions, and dreams of your members be the foundation of how you disciple them?

## 2. Behavior

In your opinion, which is the more important aspect of discipleship: delight or duty? Do you instill in your church delight or duty as the motivation for discipleship? Is there a disposition of joy and destiny in your church members?

Do you have a plan in place that helps your church members identify their history, gifts, passions, and dreams in the context of serving the church? Have you personally walked anyone in your church through development and discipleship into fulfilling their personal dreams and calling? Has anyone done that for you?

## 3. Application

**This week begin these steps toward helping your church members discover their destinies in Christ. These steps will help develop them toward their God-given design and dreams:**

1. If you haven't already, encourage everyone in your church to complete the free destiny survey on [www.destinyfinder.com](http://www.destinyfinder.com) (Our companion website). Then encourage them to purchase the Profiler (only \$15, with discounts if you purchase more than one), which has five more detailed assessments; it will assess their ministry gifts, motivational gifts, supernatural gifts, passions and delights. This is a great tool to help your church members discover their gifts and God-given dreams, and begin to move them forward into the ministry calling God has for them.
2. Encourage your church members to track their personal history; family of origin, formative events that shaped their perception of life either good or bad, their unique DNA pattern, etc. If they want to be put on a development track this kind of information must be a requirement. They need to give you a record of this. This could even be done by having a conversation with them and asking them questions about these things.
3. Create unique, tailored development tracks for the individuals in your church. As the senior leader, you need to put your core team on development tracks. Next, have the core team put the secondary leaders on a development track. Then, have the secondary leaders put the third tier leaders on a development track and so on. Have your leadership team mentor individuals and create development tracks for them. A great place to start to do this is in small groups.
4. Make volunteering in areas of your own church the main way to facilitate a unique training ground for developing individuals into their personal calling.

- Use the table below called, "Development Placement." There are three categories; Name (the name of the church member), Destiny Profile (their history, ministry gifts, motivational gifts, supernatural gifts, passions, delights, and personal vision), and Ministry/Mentor (Your ideas concerning what ministry they could serve in that would help them develop and who would mentor them in the process). Have your leaders use this "Development Placement" table, or something similar, to create development tracks for your members.

**Development Placement**

Name	Destiny Profile	Ministry/Mentor
Example: John Doe	John Doe is a revealer/connector. He loves music...	Worship Band/Worship Pastor

**Development Placement**

<b>Name</b>	<b>Destiny Profile</b>	<b>Ministry/Mentor</b>

## 5.4 Thriving Members: Church Ministry

### Some Are Called to Serve Primarily in the Church

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 in the marketplace. This means they're called to serve either in business, government, sports, 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 "all valid ministry" is happening under our leadership, in our building. In so doing, in a way, we've cloistered people and kept them in a little "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 us.

#### 1. 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 learning how to step out within 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 activation modality. 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.

#### 2. Equip every member to minister to other members

*Ephesians 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.

**Pastor:** The pastor isn't there to care for every member. The pastor is there to equip every member to care for one another.

**Teacher:** The teacher isn't there to teach the Bible to everybody. The teacher is there to equip the body to teach one another.

**Prophet:** The prophet isn't there to prophesy every Sunday or to heal the sick every Sunday. The prophet is there to equip every member to serve one another in a prophetic, supernatural way.

If we take too much pressure upon ourselves 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. Your goal has to be 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.

### **3. Every church exists to reach its region**

We're called by God to bring transformation.

Isaiah 61, which is the passage that Jesus quoted when He began His ministry, is about souls, saints, and spheres.

**Souls:** Isaiah 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 reach the lost. We need to be outside the walls of the church impacting the world for Christ.

**Saints:** Isaiah 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:** Isaiah 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 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 fostering place for world-changing people is the church.

A fair percentage of your people will not be called long term to serve 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 a hundred people, twenty to thirty of them will probably always find their primary ministry inside the church. There's probably a middle group of people who are fifty-fifty. They're impacting the church as well as the community. 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.

# WORKSHEET QUESTIONS

Take your time with the following, and record your answers here or on a separate sheet.

## 1. Beliefs

Do you believe that some people are called primarily to minister in the church and some in the marketplace? Do you believe that some people are called to minister in the church and the marketplace? Do you believe the church is the primary training ground for church and marketplace leaders to be developed according to their personal designs and callings? Why?

Is it possible for one person (the senior leader) to do all the care and ministry needed within the church? How much value do you place on your key leaders reproducing their gifts in others, so it's the congregation doing most of the ministry to one another?

What are your thoughts on the Isaiah 61 model of ministry? Do you believe you should pour into marketplace leaders—even though they won't always stay in your congregation or be fully committed to your personal ministry long term? Do you see 20–30 percent of your congregation being called to minister primarily in the church? Do you feel that's an accurate percentage?

## 2. Behavior

Can you tell the difference between these groups of people in your church?

- Those who are called primarily to the church
- Those who are called primarily to the marketplace
- Those who are called primarily to both the church and the marketplace

Do you have structures set up in your church to develop the callings of both church and marketplace ministers? Do you have an active Ephesians 4:11 model operating in your ministry? Do your church members do most of the personal ministry, or does most of the responsibility for ministry rest on your leadership team?

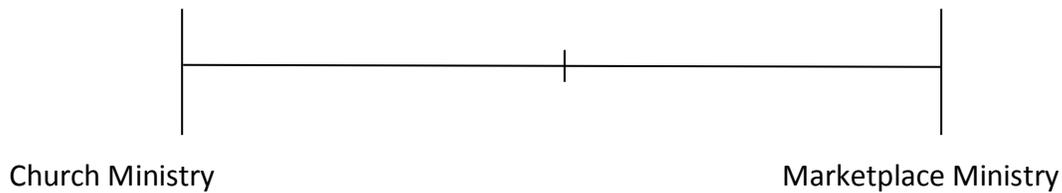
Are you operating in the three areas of ministry in Isaiah 61 (souls, saints, and spheres)? Are you currently sending out and supporting marketplace leaders? About how many people in your church are called to serve the church primarily?

## 3. Application

**This week begin to distinguish between church and marketplace ministers in your church. To develop them follow these steps:**

1. Begin to think more in terms of developing people to release them this week. Make sure you are ready to commission people to do ministry outside of your church and in the marketplace. Make sure you are at peace with releasing your members to fulfill their calling.
2. Use this Marketplace & Church Ministry Spectrum as a reference.

## Church and Marketplace Ministry Spectrum



Ask those your leadership team and you are developing where they believe they are on the spectrum according to their sense of calling, history and destiny profile. Ask them to mark the spectrum and write down an explanation. Integrate this spectrum into the “Development Placement” process.

3. Begin to put marketplace leaders and church leaders alike on development tracks. Make it a point to talk about developing church and marketplace leaders during Sunday services, leadership meetings and in other contexts.
4. Begin to instruct your leaders to give more and more responsibility to the congregation to minister to one another. For example, instead of the leaders praying for everyone at the end of the service, ask the congregation to pray for one another instead; whether it’s to minister healing, encourage or counsel etc. This will bring more development to your people.

### **Optional:**

1. Study Isaiah 61:1-4 in the next few days. Write down three categories: Souls, saints, and spheres. In each category write in how you are fulfilling those scriptures as a church. Also, write in what your church could do in each category.

## **5.5 Thriving Members: Marketplace Ministry**

### **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.

#### **1. Every marketplace leader can benefit from a season of church ministry**

Let’s say you have two hundred people in your church, and let’s say about forty 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. Forty out of two hundred is 20 percent.

On the other end of the spectrum, you’re going to have about 20 percent who will probably never do ministry in the church, except for maybe the first year or two. 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.

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 two hundred people, if 20 percent are in marketplace ministry and 20 percent are in church ministry, that leaves you one hundred twenty people. In those one hundred twenty, 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.

## **2. Help people understand the sphere they're called to 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, my 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.

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.

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.

## **3. 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.

Throughout Scripture, most of the primary shapers of society were kings and not priests. That doesn't mean there's anything wrong with being a priest, but somehow we've localized all ministry under "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 be impactful, not just within the four walls of our church, but particularly beyond the four walls by bringing transformation to the region around us.

# WORKSHEET QUESTIONS

There are different aspects of gifting and calling. One has to do with *scope*. Are you supposed to minister one on one, to thousands, or somewhere in between? Scope is important.

## 1. Beliefs

How much value do you place on the marketplace ministers in your congregation? Out of the 98 percent of non-paid ministers in your church, do you believe there are people specifically called to impact the marketplace?

Do you believe the greatest impact you can make as a church is to impact the world outside your church? Do you believe you can make as much or more Kingdom impact outside the church as you can inside the church?

Do you believe it's your job as a key leader to discover who's who on the spectrum of church and marketplace ministry? Do you believe it's your job to help people decide what their sphere and scope is?

Do you believe it's your job to create support systems for marketplace ministers? Why or why not? Do you believe the majority of your ministry should be happening outside the four walls of the church?

How is the Body of Christ disempowered when ministry is done only by "professional ministers"? Do you value sending out marketplace ministers with no expectation that they will serve your church?

## 2. Behavior

Does the majority of your church minister in the marketplace? Do you know who in your leadership and congregation is called primarily to minister the following areas?

- Church ministry
- Marketplace ministry
- Marketplace and church ministry

Are you helping people at your church discover their sphere and scope of ministry?

Are you using your ministry as a training ground for marketplace ministers to eventually be sent out? Are you releasing, blessing, and commissioning marketplace ministers on a regular basis in your ministry?

## 3. Application

**Marketplace ministry is such a key aspect of building a thriving church. Follow these steps to raise up and support more marketplace ministers:**

1. This week begin to give thought to erasing the "sacred vs secular" mentality in the church. Begin to teach and make comments about the importance of all ministry in and outside of the church.
2. If your people have completed the destiny profiler on [www.destinyfinder.com](http://www.destinyfinder.com), they can see their scope and sphere of ministry in their results of the Passion Survey assessment.

3. When you have identified your marketplace ministers using the “Church & Marketplace Ministry Spectrum” as a reference then you can put them on a development track. Make it a point to develop marketplace leaders inside the church. Use the “Development Placement” table to do this. Make sure this development track is 1-3 years long. Don’t make it too long.
4. Connect all marketplace ministers to mentors and one another through meetings and small groups. Create a support system for them that celebrates their callings. Yet, don’t separate their interaction with the church ministers at any level.
5. Begin to integrate marketplace leaders into your leadership team. Think about creating a position within your core team for overseeing marketplace ministry development within your church.

Building a thriving church is a combination of raising a family, starting a farm and growing crops, raising an army and fighting battles, and building and equipping a hospital. The key is relationship – with the Lord and the people He’s called you to work with. Stay connected.

***And stay faithful so when you are promoted to your heavenly position, He can say, “Well done, you good and faithful servant” and “Welcome home son or daughter!”***

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