

Filling the Leadership Void



*Find
Stewardship
Committee
Chair*

*Recruit
Small Group
Leader*

*Raise Up
Apprentice
for
Ministry Team*

*Pray
for
Help!!!*

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NET Results

Managing Editor: Bill Tenny-Brittian
Contributing Editor: Anne Coffman

Net Results, Inc.
308 West Blvd. N.
Columbia, MO 65203

Phone: 888-470-2456
Fax: 866-834-1938
Email: billtb@NetResults.org
Home Page: NetResults.org

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UNDER ROCKS & UNDER PEWS

A Word from Managing Editor
Bill Tenny-Brittian



In general, we get two kinds of questions from pastors and other church leaders. First, many ask what it takes to grow their church. If you find a magic pill for that answer, please let us know ... otherwise the answer is exceptionally contextual and finding a solution that works is as much of an art as it a science (that's one of the reasons why consultants and coaches who have broad interdenominational experience are at a premium). The second kind of question we get is how to raise up more leaders in the church. In fact, I just hung up the phone with a reader who's dealing with that exact issue. He needs more leaders for more small groups and "I just don't seem to be able to find them."

There are a couple of reasons why it's so difficult to find new leaders in a church. Let's start by blaming the Pareto Principle, sometimes better known as the 80–20 rule. In most organizations, including the church, 20 percent of the people do 80 percent of the work. That's not the way it's supposed to be, especially in the church. As the Body of Christ there's an expectation that *everyone* has a vital role. Unfortunately, the second reason why it's so hard to find leaders is related to the first. Although only 20 percent of a typical congregation takes an active role in leading and doing, that doesn't mean there aren't more able and willing people to lead and do. In many, dare I say most, churches the same 20 percent have been doing the same jobs for years (often rotating the jobs between themselves). These 20 percenters eventually begin complaining that they're tired and wished they could hand of their responsibilities to someone else. Here's where it gets sticky. In my experience there had been times over the years when someone tried to step up and "help" or even to take over. Invariably this is what happened. The new "volunteer" puts his/her hand on the _____ [whiteboard, keyboard, spoon, copy machine, etc.] and these words

emerge from the veteran chairperson: "Oh! We don't do it *that way*." At that moment the "new" volunteer has lost interest in having anything to do with that ministry ... or any ministry of the church for that matter.

When it comes to finding leaders for small groups or Sunday school classes there's yet another reason why new leaders are so hard to find. The key is found in the word "leader." The terms leader and leadership have some unfortunate and unnecessary baggage attached to them. Once upon a time, a small group leader or Sunday school teacher was expected not only to "lead" the group, but also went to a great deal of trouble to develop and prepare the "lesson." I remember the days when Sunday school teachers spent a couple of hours a week to put together their lesson. Today, however, few are willing or able to expend that kind of time.

A second issue with the terms leader and leadership is the blurring of leader and scholar. Many prospective leaders refuse to accept the leadership mantle because they "don't know enough" Bible, theology, history, etc.

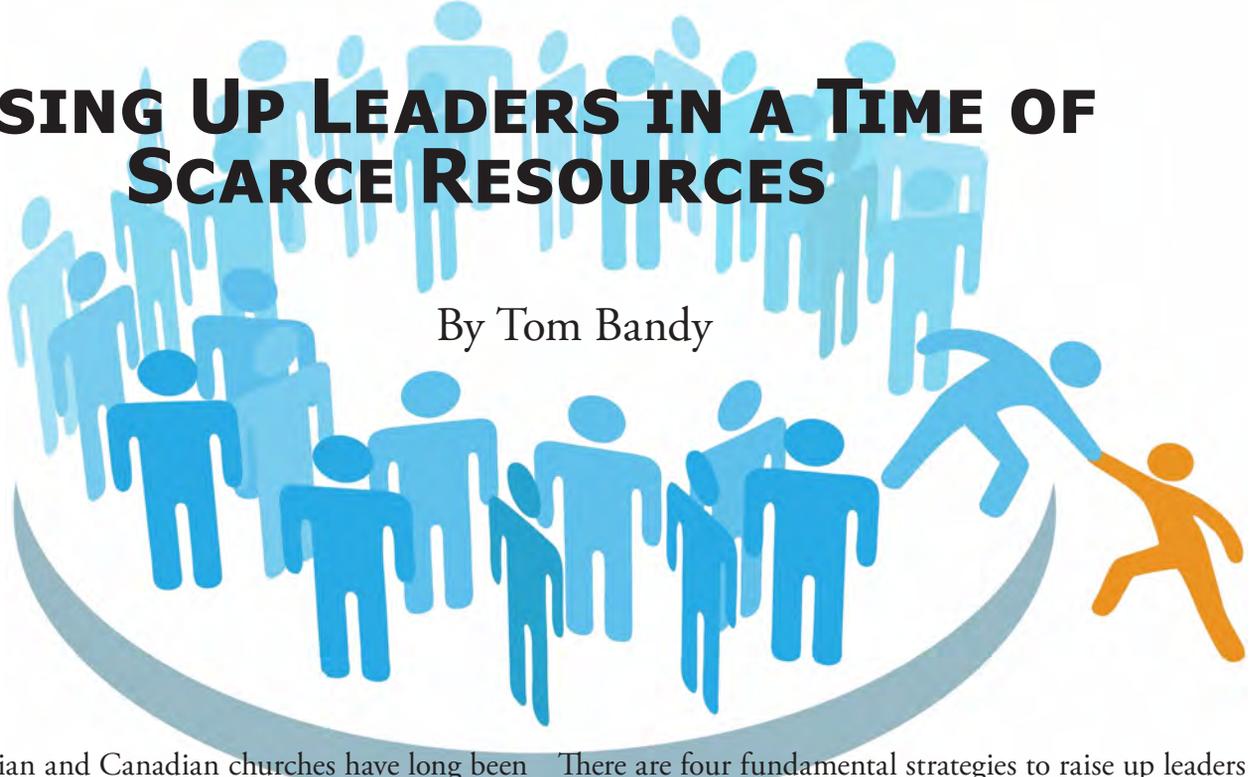
So where do we find new leaders? Are they hiding underneath the pews? Have they all crawled into holes in the ground and pulled rocks up over them? Hardly.

Most of the issues raised in this missive can be eliminated with a bit of accountability, some gentle reminders, and a little effort on the church's part to provide curriculum that is self-contained and easily facilitated (as opposed to "led.")

As for the rest, well, that's what this issue is all about. Look for articles and resources throughout that will help your church identify, raise up, and deploy new leaders for almost every aspect of the church. 

RAISING UP LEADERS IN A TIME OF SCARCE RESOURCES

By Tom Bandy



Australian and Canadian churches have long been familiar with the leadership challenges that are besetting American churches. It may take us awhile, but after fifty years of declining Christendom we are finally learning some lessons about creative leadership development.

We know that among typical established churches that are not prone to tithing, it requires about 125 truly active members and 100 regular worshippers (of whom 60 percent of the adults participate in midweek small groups) to sustain the minimum salary of a full time pastor. That also assumes a missional attitude that connects with about 100–200 visitors or seekers each year, and supports a major year-round signature outreach ministry. That may vary somewhat in the different economies of Western countries, and with different health plan subsidies from denominations, but I think it fits the situation of Protestant churches in (for example) Switzerland, Germany, Ontario, British Columbia, South Australia, Queensland, Kentucky, and Louisiana.

The fact that over 80 percent of established churches fail to meet this minimal standard (and most of those prefer *not* to merge, cluster, or close) reveals the urgency with which we are exploring how to focus part-time paid staff and how to equip volunteers. For the moment, I am not talking about church planting, alternative “ICC’s” (Intentional Christian Communities), faith-based nonprofits, or faith-based for-profits. These are all topics for different articles.

There are four fundamental strategies to raise up leaders in a time of scarce resources. *Churches must do all four!* You can’t just do some of them and ignore the others.

Here they are:

- Essential Services;
- Empowered Teams;
- Minimal Sidetracks;
- Stewardship as Spiritual Life.

The ability to raise up new leaders emerges from the synergy of doing all four things together. The bad news is that this is a huge challenge for small, aging, established churches. The good news is that those that succeed will also go deeper and further in Christ than they ever previously imagined.

Essential Services

Churches all know that they need to cut back on staff salaries and honorariums, but often do not know what to cut and who to keep. For example, I know churches that reduce the pastor’s income by a third, and yet continue to pay honorariums to bookkeepers, caretakers, landscapers, and choral conductors. Or for example, I

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Tom Bandy mentors Christian leaders for ancient mission in the contemporary world. He coaches congregations of all denominations, and is the author of numerous books on spiritual life and church growth. Reach Tom through www.ThrivingChurch.com.

know other churches that continue to subsidize Youth Leaders even though teens are a declining demographic in the community and a larger, wealthier regional church already dominates the mission field. Meanwhile, they fail to subsidize Small Group Developers, Worship Technology Designers, and others who are more relevant to the changing mission field.

What exactly are the “essential services” that need to be funded? They are all defined by the core processes of a church that directly disciple seekers, and require a level of expertise that may not be commonly found among volunteers. These “essential services” are:

1. **Energetic worship that *changes lives and motivates spiritual lifestyles.***

Although personal mentoring is fast becoming the primary way lives are changed through an experience with Christ, worship still remains the main method to help people experience the real presence of Christ. No doubt you have read the books and heard the discussion about “incarnational” worship. It’s not just new terminology. It is a definitive shift away from worship as an educational event that follows the Christian Year to glorify God ... to worship as a transformational event that links existential angst with divine grace and restores hope. This is why worship attendance is growing among many Orthodox, Roman Catholic, and Pentecostal churches, even as it declines among main mainstream and evangelical Protestant churches.

Continued on next page

Upcoming Transformational Topics

- Seeker Sensitivity Without Member Insensitivity
- Time Management for Leaders of Larger Churches
- Developing Leaders for Ministry
- Leveraging the Church Year
- It’s More Than a Game: Reaching Men Today
- ... And More!



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2. *Cross-generational small groups that grow Christians and embed daily spiritual habits.*

The affinities that form peer groups are no longer defined by age, gender, or culture. These are affinities based on shared enthusiasms (passions, needs, addictions, and interests). Busy people will always make time for what is really important. Moreover, the mutual support and mentoring of the small group has replaced Sunday schools, workshops, retreats, lectures, and book studies as the primary way people of any age learn anything. We say these groups are “mid-week,” but it is better to say that the timing is flexible even as the accountability for participation is high.

3. *Signature outreach ministry that simultaneously does good and shares faith.*

Churches can no longer afford to fritter away their outreach energy and money on minor, short-term, philanthropy dictated by the pet projects of individual members or top-down agendas of denominations. The “essential service” is a local, year round, outreach ministry that receives hands-on support by at least 20 percent of the regularly worshipping congregation, constant prayer, and significant budget. It is intended to bless non-members of the church and establish the reputation of the congregation in the community.

These are the three “essential services” for which a church prioritizes money for leadership. In many settings, money can be limited to contract services, training budgets, or shared leadership among several churches. Signature outreach ministry often becomes incorporated as a non-profit, and is eligible for grants and broader charitable donations.

Empowered Teams

Churches all know that they need more volunteers. However, the era of twisting arms to cajole members to sacrifice time for the sake of duty is over. Volunteerism is up everywhere in Australia, Canada, and America (except the church) because non-profits have learned how to empower teams. Why do very busy people volunteer today?

- They want to participate in a big, bold vision;
- They want to improve themselves and learn new things;
- They want to make authentic friendships and experience real trust;

- They want opportunities to take initiative and feel good;
- They want to do something tangibly positive to change the world.

Too many churches don't do anything like that. They recruit people to help the institution survive; provide no training or personal enrichment; fail to nurture friendships or encourage creativity; micro-manage and exhaust volunteers; and achieve little except to have more meetings. Empowerment requires discernment of spiritual

The #1 reason people *refuse* to volunteer is that they don't want to be abused, denigrated, or frustrated by some controller that the church is too fearful to fire.

gifts, basic training and on-the-job coaching, and uniform accountability. Churches must also learn the art of firing a volunteer because they cannot or will not share a mission attitude, model core values, learn new skills, or cooperate generously. The #1 reason people *refuse* to volunteer is that they don't want to be abused, denigrated, or frustrated by some controller that the church is too fearful to fire.

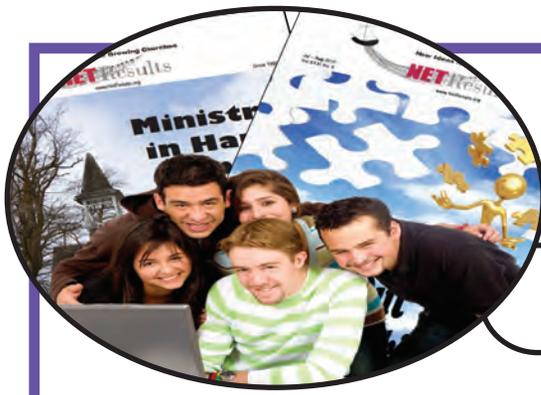
Minimal Sidetracks

Churches all complain that leaders are burning out. The aging veterans are just too weary (and often too bruised and battered by unaccountable controllers) to continue. The younger members (i.e., under sixty) are just too wary (and often unmotivated and ill-equipped) to step up to larger responsibility. Why do younger members hesitate?

Too many meetings

The primary reason churches have too many meetings is that while they delegate *responsibility* to do ministries, they rarely delegate *authority* to do ministries. This forces a team to become a task group. They have only limited power to design a tactic to address a need. They do not have real power to discern the need itself, design a response, implement a tactic, and evaluate results *without having to get approval or report to a board*. What lies behind this, of course, is the inability

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of a board to reasonably trust and train their volunteers ... and their chronic anxiety that without constant supervision volunteers will do something immoral, stupid, or expensive.

The fact remains that people hesitate to volunteer because participation in one committee suddenly requires participation in three more; reporting to several layers of bureaucracy; frustrating delays and interruptions to get going; and ultimate powerlessness to determine the long term future of their project. Real teams have real power to discern, design, implement, and evaluate mission on their own.

Imposed agendas

Churches have a bad habit of imposing extra work on every committee. For example, when facing an inevitable deficit at the end of the year, the board *requires* every committee to sponsor some fund raising event that the members had not anticipated when they volunteered. Or for example, the denominational head office suddenly requires every committee, in every church, must attend a special workshop about accessibility, sexual harassment, or environmental protection.

Even if the lowly volunteer begs off, they feel enormous guilt. Who wants that?

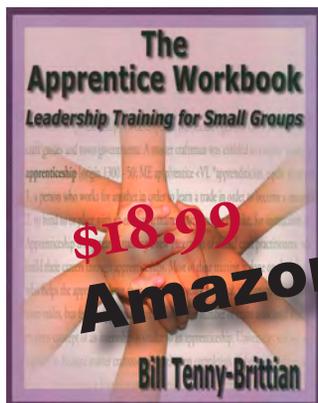
People hesitate to volunteer because they can't read the "fine print." They suspect there are hidden expectations that they don't know about yet. There will be extra

When it comes to raising up leaders the biggest criticism is that church is *pointless*.

demands on time, additional conditions of service, and surprising criticisms for actions or omissions that they haven't even done yet. Higher expectations are fine, and for many volunteers a must, but they deserve to know in advance why, what, where, when, and how long.

We have all heard the criticisms that church life is boring and irrelevant, but when it comes to raising up leaders the biggest criticism is that church is *pointless*. The committees don't really seem to accomplish much. Churches

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- Hospitality: Set Up and Serving
- Developing a Worship-Filled Life
- Small Group Worship
- Accountability
- Solitude and Retreats
- Inviting the Neighborhood
- Following-Up with Guests
- Mentoring
- ... and much more!

A book by Managing Editor
Bill Tenny-Brittian



seem more concerned about following procedure than getting results. They seem more concerned about including everybody than about blessing anyone in particular. We glorify “the journey,” but “the destination” is either vague or clearly impossible. Yet volunteers are quite rigorous about setting priorities for themselves. You need to identify an achievable mission result, keep them on track, and free them to get there in whatever way will work.

Stewardship as Spiritual Life

Churches are all frantic about capital fund raising and financial giving. Personnel costs are often 65 percent of a healthy church budget (and more in an unhealthy church budget). Some churches intuitively value *experienced* professional leadership, and are willing to pay extra to get it; and some intuitively value *talented* lay leadership, and are willing to go out of their way to train it; but they are often at a loss to explain their intuition to the Finance Committee.

Stewardship is really a function of spiritual life. By “stewardship,” I simply mean financial generosity. By “spiritual life,” I simply mean daily and weekly spiritual habits.

Programs do not increase giving; spiritual leaders increase giving.

Churches cannot raise up leaders in a time of scarce resources until they understand the proper connection between these two things.

Finance committees often mistakenly assume that financial generosity occurs when philanthropically minded people donate a percentage of their discretionary income to the church. Therefore, the Finance Committee cuts spending for hiring or training *experienced* or *talented* leaders, and is content to hire or train *inexperienced* or *mediocre* leaders, while at the same time seeking the “Holy Grail” of the “Great Fund Raising Program.”

The point of hiring *experienced* professionals and training *talented* lay leaders, however, is that these people are better able to model and mentor spiritual habits among members of the congregation and seekers in the mission field. The truth is that financial generosity occurs when spiritually alive people shape their lifestyles (including 100 percent of their income) around a passionate desire to walk daily with Jesus. *Programs* do not increase giving;

spiritual leaders increase giving. And that giving is simply a by-product of lives that have been changed, shaped, and re-directed by God’s grace. This is why “Fund Raising Programs” have been replaced by “Christian Family Financial Investment Counselling” ... and the example and coaching of credible spiritual leaders.

It may cost more to hire an experienced pastor or staff person rather than someone just ordained or recently graduated. It may cost more to elevate lay training budgets, and equip laity to the standard of quality and accountability of professionals. In the long run, it is worth it. They are better able to create the culture of spiritual life that needs to permeate the local church in hard times. You can “cheap out” and hire inexperience and accept mediocrity, but that will only accelerate the spiral of decline that will make your financial crisis worse in ten years. Indeed, we are reaping the whirlwind in 2012 that we whipped up by our leadership mistakes of 1970.

And in conclusion ...

All four strategies are necessary to grow leaders in times of scarce resources. The truth is that the era of “scarce resources” is here to stay for a long while. This is part of the pain of the post-Christendom world. On the other hand, it is also part of the opportunity of the emerging Missional World. We have an opportunity to recover the leadership strategies of the ancient church. How do you think Paul, Peter, and the other apostles grew the Christian movement in the first three centuries (before Constantine subsidized the church with the revenues of empire)? They did it by focusing on essential services, empowering teams, minimizing sidetracks, and making stewardship a function of spiritual life.

Invitation to More Conversation

Tom Bandy invites you to participate in a forum based on the theme Raising Up Leaders in a Time of Scarce Resource. This is a text forum to better facilitate participation among Australian and North American partners. You can access the forum by going to Tom’s website **ThrivingChurch.com**. Click the tab labelled “Forums.” Select the forum entitled “Raising Up Leaders in a Time of Scarce Resources.” Initiate and reply to posts as you wish. Tom will monitor and participate in the discussion. The forum will last from Jan. 1 - Feb 28, 2012. 

Navigating the Rapids

LEADERSHIP IN TIMES OF CONFLICT By Anne Coffman

All church leaders are going to encounter church conflict. Yes, there are ways to defuse and avoid some of it, but as churches seek to adapt and transform to minister in the realities of the twenty-first century, there is going to be conflict.

This is an important topic to put out there because church conflict wasn't even acknowledged in my seminary training. I first heard about conflict in my apprenticeship years where it was something whispered about. The implication that I took away from the whispers was that church conflict only happens in really sick churches with really incompetent pastors.

But as I spend more time with churches and their pastors, I hear more and more stories of conflict. And

Good church leaders today must have the skills to deal with conflict.

A good church leader is tough with an open heart, but how do you stay that way in the midst of conflict? Here are four vital skills for conflict times.

Remember, It Is Not About You

Even the most vitriolic conflict is rarely about the pastor as a person. It is about fear and loss and other feelings. The focus may be on the leader, but the heat is coming from the emotions in the church members. If you can remember that it is not about you and keep your cool, you will be able to remain calm and clear headed even in the tensest situations.

Take Care Of Yourself

You are a church leader because you are good at it and you love to serve God without limits. But in times of conflict you need to place limits on yourself. You need to take the time to pray, to exercise, to get a good night's sleep, and to do things that are fun for you. All

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these stories are happening in churches that not sick, and the pastor is very competent. So, either my early take away was wrong or things have changed. It really doesn't matter. What we need to know now is this:



After eight years as the church growth strategist on the staff of a growing New England church, Anne Coffman served for over ten years as an interim minister where she worked with many pastors and churches in transition and crisis. After completing a D.Min. at Fuller Theological Seminary in Evangelism and Church Growth, Anne is now a coach to pastors and churches. She is also the pastor of Central Christian Church in Danbury, Connecticut.

that self-care stuff may not seem necessary for you, but believe me, if you are in a church conflict, it is!

Communicate

This is not the time to suffer in silence. Use every communication tool at your disposal to help your congregation know what is going on (although be wary of email which is prone to cause misunderstandings, keep your Facebook updates positive, and be especially careful what you put into writing – the written word tend to last a long, long time). If you know that this is not about you and if you are taking care of yourself, you will be able to communicate clearly and fairly and

in this demonstrate that you are a Godly leader and have the best interests of the church at heart.

Get Help

Don't hesitate to reach out for help. Denominational executives need to know what is going on in your church and they can help. In addition there are great church consultants out there who are experienced in conflict. They are well worth the money.

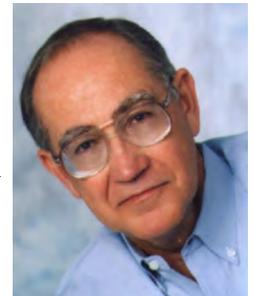
Don't forget: You and your church can survive conflict and even thrive after it. 

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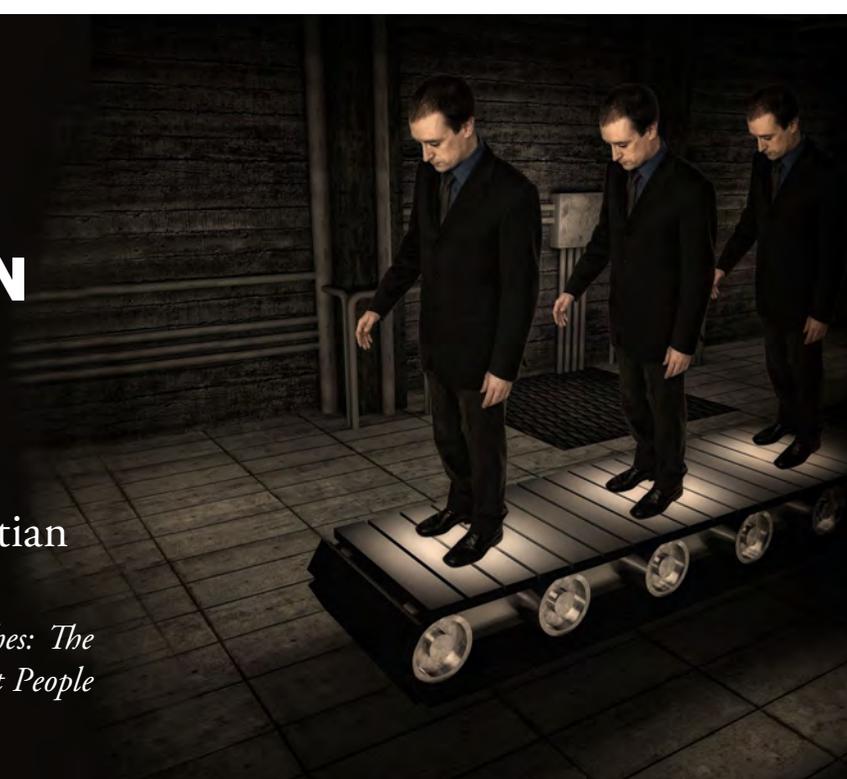
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LEADERSHIP MULTIPLICATION

by Bill Easum & Bill Tenny-Brittian

Excerpt from *Effective Staffing for Vital Churches: The Essential Guide to Finding and Keeping the Right People* Baker Books, Fall 2012.



We are living in an era when the demand for leadership far outstrips the supply in every arena including pastors and staff. The pool is at an all time low, especially among mainline denominations. So we're not surprised when we're constantly asked what it takes to apprentice more mature disciples.

But the real problem arises when people ask us their follow-up question: "Where do we find the curriculum for leadership development?" Our stock answer is "You are the curriculum" to which we generally get a blank stare. But it's true. Effective leaders aren't the product of reading a book or taking a course or earning a degree. Effective leaders are developed by on-the-job experience and observing the actions of a mentor who are themselves the primary curriculum. As Jesus demonstrated throughout his ministry, leadership development is mostly hanging out with someone who's worth investing in.

Leadership multiplication is one of the most important ministries church leaders can undertake. It's fundamental both to developing an Effective Church and building the Kingdom. So it's important to take a moment to explain what we mean when we use the word "Leadership."

Definition of Leadership

We define leadership as what a person is able to achieve through other people instead of what the leader is able to achieve on their own. Leadership is about providing an atmosphere in which people are transformed, equipped,

and empowered to be leaders who do God's will. This understanding of leadership leads us to use the metaphor of the spiritual midwife when discussing leadership. Like the midwife who assists the parents in the birth of their child, a spiritual midwife assists the person in birthing their God-given gift and in reaching their God-given potential. Like the midwife, the spiritual midwife knows that unless a person births their gift they have missed their reason for living.¹

Leadership Assumptions

Our understanding of leadership births the following assumptions ... assumptions that are put into practice in churches that are committed to leadership multiplication.

1. Leadership Development Must Be a Part of the DNA of Every Staff Person and Every Leader

A passion for leadership development must ooze from every pore of the Lead Pastor as well as from every paid and unpaid leader of the church. Developing leaders isn't one of the programs of the church – it's *the* ministry of the church. It's what everyone sweats blood and tears over every waking moment because they know it's the

Continued on next page

¹ For more on the midwife metaphor see Bill Easum's *Leadership On the OtherSide*. Abingdon Press, 2000.

What Kind of a First Impression Are You Making?

The adage “You only get one opportunity to make a first impression” says it all. The most common reason guests don’t return isn’t because the sermon didn’t match their theology or the church was too “old fashioned.” The truth is that a church’s lack of hospitality from parking lot to benediction dampens the Spirit’s fire more often than anything else.

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key to building the Kingdom rather than merely building a church.

2. Every Leader Must Have at Least One Apprentice

As a full-blown leadership culture emerges in a church, no one is allowed to lead without an apprentice who is learning how to do what the leader is doing. After all, being an apprentice to someone is the very definition of being a disciple. An apprentice is one who is learning a trade. For a disciple that trade is becoming more like Jesus and living that life among their networks. A leader who doesn't have an apprentice isn't a leader.

Our favorite example is New Hope Christian Fellowship in Honolulu. The first time we were there we saw this principle in action. Everywhere we looked every leader had three or four people they were apprenticing, and in many cases the rank and file was doing the same. For example:

- Many of the people taking up the collection were first time visitors. They were helping with the offering because they had been brought there by a friend who both embraced and modeled that the church's DNA included "Everyone apprentices someone."

- When we peeked behind the scenes to watch the tech team during the worship service, we saw several people crowded around the person running the slideshow (CGI) learning how to do it in the future.
- Every time we poked our heads into a children's classroom we saw one or two adults sitting in the corner learning how to teach by watching the teacher.
- Even the snow cone booth had a couple of apprentices learning the trade.

As you can see leadership multiplication has to become part of the DNA of the church. It must reside in the staff, but it must also reside in every leader and permeate the congregation. As we have said, "You're not a leader unless you are apprenticing someone."

3. A System Must Be In Place for Discovering and Deploying People Into Ministry

As a church grows it has to develop a system to discover and deploy new leaders into ministry. No matter where we've consulted, when we find a great leadership culture we discover there is some systematic way of achieving each of the Six Leadership Development Processes: (1) Identifying; (2) Enlisting; (3) Equipping; (4) Deploying; (5) Coaching; and (6) Celebrating. In large churches,

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identifying, enlisting, and equipping are the most difficult processes. In small churches, deploying, coaching, and celebrating are the most difficult processes. But regardless of your church's size, to be an Effective Church you must develop a system that encompasses all six processes.

The Church-Leadership Farm System

What we call the Church Farm System has proven itself especially effective for discipleship/leadership development. The Church Farm System is loosely based on the one used in professional baseball. Every Major League team has a Minor League team from which to develop new talent. Each farm system has players, mentors, apprentices, scouts, and coaches. To effectively develop disciplined leaders, the church should invest in its own farm system. In a Church Farm System, the role of the Lead Pastor is to be the Head Coach. The Lead Pastor directly coaches the Key Leaders and then relies on them to scout and coach the players.

The problem in most churches is the Lead Pastor doesn't understand that they're a head coach and not a player. A good pastor doesn't play the game (ministry); a good pastor coaches the staff who scout and coach others to play the game. The more the Lead Pastor plays the game the more dependent the ministry is on the pastor.

But the problem isn't limited to the Lead Pastor. Most staff make the mistake of playing the game rather than scouting for new players and coaching them to play the game. The more the staff insists on playing the game, the fewer the people involved in doing actual ministry. Since a staff member can only do so much (for example, a Children's Pastor could only teach one Sunday school class at a time), the scope of their ministry and their ability to handle additional responsibility is limited. As a church grows, ineffective staff tries to juggle the increased load, but even the most talented player can only handle so much. Before long something drops, then something else, and soon a chain reaction of failures begins until the ministry unravels completely. This is why so many church plants grow well for a few years but then fall back to a much smaller size. The pastor and/or the staff are stretched beyond their limits for doing ministry. Successful church planters learn to hand off ministry from the beginning.

A Closer Look at the Leadership Development Team

As we said earlier, every effective leadership culture has a team of players, mentors, apprentices, scouts, and coaches. Let's take a closer look at each.

Players

Players are those who play the game (do hands-on ministry). Everyone plays the game at some level. What is important to note is the only time a paid staff person, including the pastor, plays the game is when showing an apprentice how the game is played. Beyond that, paid staff should avoid playing the game.

Mentors

Mentors are those players who have shown themselves to be leaders and have an apprentice. Every leader in the church, from committee chairpersons to Sunday school teachers to small group leaders, must be a mentor – and must have an apprentice. There is no leadership without apprenticeship. Therefore, mentors are always keeping their eyes open for promising players and then come alongside them to raise them up as future leaders.

Apprentices

Apprentices come from all levels of spiritual maturity. The one thing they have in common is they are willing to learn a new skill and to be held accountable for using that skill during on-the-job training. This isn't about taking courses or classes, but more like hanging out with their leader (mentor). Most of the time, especially in the beginning, they sit on the bench watching how their leader lives and does ministry. But now and then they get put into the game (leading the ministry). After the game they review the game film with their mentor (talk about how the apprentice did). And then the apprentice returns to the bench to watch until they're called on again.²

Scouts

In professional sports, scouts spend much of their time on the road watching high school and college games looking for raw talent. When they find someone full of promise, they get one of the team's coaches to take a look, after which an offer might be made to procure the new player. In addition, every coach on the team is also looking for prospective players.

Continued on next page

2 See Bill Tenny-Brittian, *The Apprentice Workbook* for an effective small group mentoring process.



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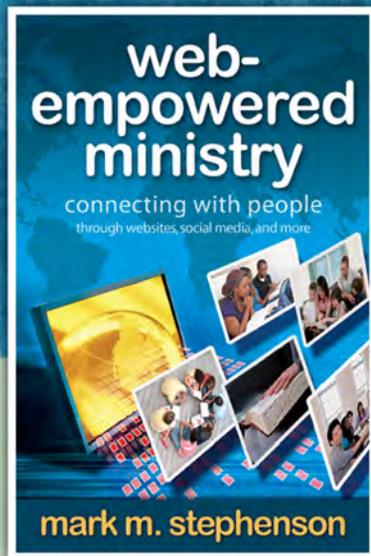
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Actual Unsolicited Endorsement

A year ago, my church asked me to redesign our website. At the time it was simple and effective, yet mostly static, and in need of an update. My daily work life involves all types of web design with the help of programmers who supplement the creative with a good dose of database development or dynamic scripting. Without many resources (namely thousands of dollars for programming work) available, I set out to craft a new identity and structure for our online ministry. But what about all the great functionality that comes with a website of today? Particularly one with easy to use administration for non-web savvy volunteers. I was about to give up hope until I stumbled upon the WEC and Mark Stephenson's book Web-Empower Your Church. So I purchased the book at a local store and read through it the first few days while surfing all the WEC online classes and tutorials.

The book is an inspiring read, even for those who are experienced with developing websites.

It was hard enough to believe that a team of people could provide so much dedication for creating open source software such as TYPO3, but those who worked to create the WEC, starter package and extensions have taken it so much further and made the task of developing an online ministry enjoyable. I'm especially thankful for some of the newer YouTube videos available through this site. They were incredibly helpful in getting past the stumbling blocks of learning TYPO3. I still have a lot to learn when it comes to this software. At the same time, it's ease-of-use gives me so many possibilities for online ministry.

Brad Linberg
DES MOINES Fellowship
www.desmoinesfellowship.org

Church scouts are keen observers of their fellow players. They watch for eyes that light up whenever mission is discussed. They look for spiritual hunger and desire for hands-on ministry. And whenever they find someone with promise they let their coaches know. In turn, coaches may take the next step in recruiting by helping connect the player with a mentor (if they don't mentor them themselves).

Coaches

In general, coaches are paid staff. Staff is expected to scout everyone they meet and coach those who are willing to step up to the plate and take a swing at some form of ministry. Then they begin developing them into the best player they can be. Like any baseball team there are a variety of coaches: the head coach, pitching and hitting coaches, and base coaches. Similarly, the larger the church the more coaches are necessary because of specialization. A small church might have just a head coach: the pastor. A large church will have multiple coaches and perhaps even a bench coach (a second-in-command, sometimes known as an Executive Pastor).

Good coaches always have a list of potential replacements in case a starting player gets hurt. In a mature culture of equipping it's not unusual for all of the key positions to be three or four deep in replacements.

4. Discipleship Is Leadership Development

Visitors, even first-timers, should be regarded as the potential leaders of the future. In some cases, apprenticeship as a leader will be the journey to becoming a Christian. For instance, the twelve apostles didn't begin their journeys as fully developed believers and disciples; even so, Jesus chose them as his apprentices. As he prepared them for leadership, they came to believe along the way.

5. Leadership Development Is Discipleship

Let's remember that the mission of the church is to make disciples of Jesus Christ. We're not interested in propping up the institutional church for the sake of the institution. The whole point of leadership development is discipleship. The one cannot be separated from the other. Never forget that. As your church invites and retains the unchurched, your leadership culture must also be an environment where new disciples grow in the faith (and long-time disciples become increasingly effective).

6. A Person's Potential Is Not Fixed and Can

Be Cultivated

In a leadership culture every player has the potential of serving as a leader at some level. Therefore a church needs to have different levels of leadership and understand how to move people along the Leadership Journey. We'll discuss the Leadership journey in the next chapter.

Coaches are always asking "Where is this person today on the Leadership Journey and how can we move them along their Journey?" And every time a scout meets a new person they ponder, "I wonder what gift this person brings that we didn't even know we needed?" That sort of thinking and those kinds of questions change churches.

7. Every Person has the Potential to be a Leader

Believing every person has the potential to be a leader changes everything about the game. It means you see people as God sees them – a special gift to creation just waiting to blossom into all they can be. This understanding of God's gift to humanity underpins any form of effective leadership multiplication. If we truly believe every person is a potential leader a totally new world of possibilities opens up for a church.

The key is to understand there are various levels of leadership. Not everyone is cut out to be a starting pitcher or a designated hitter – some must manage the equipment, dispense the water, and retrieve the bats. And each position, from superstar pitcher to batboy, needs to be replicated. The effective superstar takes someone under their wing to raise up and encourage, as does the effective batboy. Every position is essential to a winning ball club. In the church, every person is also essential ingredient to the Kingdom. The metaphor of the human body in 1 Corinthians that describes how every Christian plays an indispensable role as part of the Body of Christ is what we are talking about.

8. The One Person, One Passion, One Position Rule

One of the reasons churches can't find the leaders they need is because their leaders "hog the ball." In other words, they don't share well. In many churches, and certainly in most small churches, a single leader may fill several leadership positions. For instance, one person may be a Sunday school teacher, a member of the worship

Continued on next page

committee, and the treasurer – which means they are probably ex-officio on the finance committee and on the board ... plus they may sing in the choir. This means three things. First, the leader is over-committed and is unable to give their best to the ministries they're involved in. Second, it means that they hold leadership positions that others could, and should, hold. However, it's the third thing that hurts the collective church, the body of Christ, worst of all. It means that the leader's personal passion for their God-called ministry is at best watered down and at worst not nurtured at all.

We are convinced that every person has been given a personal passion ... a personal calling ... into one ministry or another. When a leader recognizes their passion and is able to pursue it to the exclusion of other tasks, they cannot help but give their best to the effort. Whenever a leader steps out of their passion though, they are robbed of the wonder of ministry and it divides their attention.

Sure, we hear the pushback that if someone doesn't do XYZ ministry then it won't get done. We have two responses. First, if there's no one in your church that's called to lead that ministry then it ought to die anyway ... it's not your ministry to do. Second, it begs the question: Do you really want someone leading a ministry who isn't passionate about it? God neither calls nor sanctions mediocrity.

9. Not All Leaders are Equal

All people are equal in the sight of God, but not all leaders are equal, not even in God's sight. In fact, treating all leaders as if they're equals, even for fairness' sake, is not only unrealistic, it's not biblical. Jesus chose twelve from the crowd to be his apostles. Then he selected Peter, James, and John to be in his inner circle. Ultimately, he charged only Peter to be the keeper of the flock.

Effective coaches invest heavily in those who not only show promise, but who are committed to the leadership journey. That doesn't mean the coach neglects those with less promise or commitment, but with limited time and resources wise leaders invest most heavily where the greatest return can be expected.

10. Everyone Needs a Coach

Since effective leadership development doesn't happen in a classroom but in on-the-job training, a coach is necessary for even the most talented people to reach their maximum leadership potential. Michael Jordan was

committed to having not only a coach, but, as his skills grew, he insisted on the best coach in the business.

Things are changing faster than most pastors have time to assimilate. A coach can help keep them abreast of how the changes are affecting their leadership and help them adapt. In our experience, we've come to the conclusion that the best coaching is more directive than non-directive. In other words, we recommend coaches intervene before a leader being coached steps on a land mine that could otherwise be avoided.

11. Process Over Programs

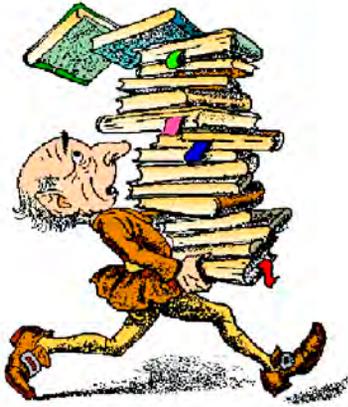
Most established church people are caught in a program paradigm. So when we talk about scouting for people as part of leadership development they invariably think we're talking about looking for people to fill program or committee slots for the church. They equate scouting with taking care of the needs of the church's programs. Nothing could be farther from what we are saying. We're talking about a life-long process of developing leaders, not doing programs. When your people grow, the Kingdom grows.

At any one time, your church may be raising up and mentoring leaders for ministries that don't exist yet. You may be raising up leaders for ministries that are beyond the walls of your church building or beyond the boundaries of your community or even beyond your continent. Effective Churches raise up leaders for the Kingdom, not just leaders for the local church. We must develop for the future, not just for today.

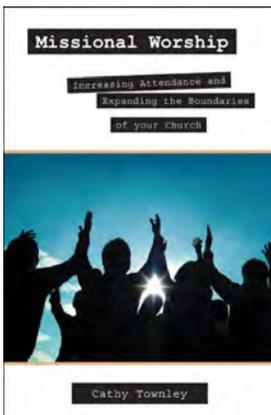
12. Transformation Over Care Giving

Every leadership development process we've seen values transforming people over taking care of them. The kicker is you can't transform people if they aren't being cared for to begin with. On the other hand, you can take care of people without transforming them. The key is in what you value the most – transformation or care-giving. Merely giving care to healthy people won't result in them becoming all they can become. Leadership development has to go beyond care-giving. Even though it involves taking care of people the desired end result is always leadership and discipleship.

When put into practice, these twelve leadership multiplication assumptions create a culture where even guests move from passive consumers to passionate ministry partners. 



The Essential Library



Missional Worship
Cathy Townley. Chalice Press, 2011.
134 pages, \$19.99

There's more to worship than planning and producing a weekly service. In *Missional Worship*, Townley divides the world of church worship in two: the personal side that we bring to a worship service ... and hopefully experience in a worship service ... and the worship planning and

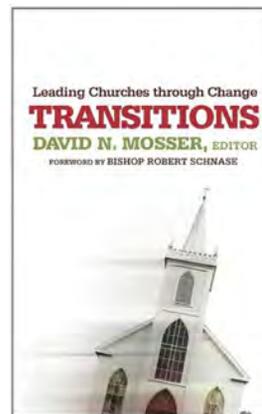
execution side. She hits a home run in both sections.

In the first section, Townley walks church leaders through the basics of personal worship. This isn't a primer for the spiritual disciplines and the author touches on some hot-topics some mainliners may raise their eyebrows at. However, the point is clear: personal worship is the goal. Get that one right and the numbers will follow. Not because we'll have the best worship service in town, but because we'll have the most connected worship service in town. True worshippers invite ... they can't help it. But just because a church has the slickest service in town doesn't mean those beyond the church walls will come. Indeed, Townley assures us they won't.

The second section can be summed up in this quote: "The only real goal of the worship service ... is that regulars and guests would have an experience of God at such a deep level that they'd want to follow Jesus right then – and back out of the big church doors they just came in and back into the world where they live life each day" (65). This section is filled with some powerful "how tos" and the chapter "Organize Loosely" that deals with creating a worship community team is worth the whole cost of admission. In this chapter Townley put the commit-

tee and team to rest in preference of worship planning via community – it just makes too much sense.

This isn't a book for those who are engaged to status quo. But it's not a book for those who have a particular music or technological agenda either. But if you're looking for a book that will propel your congregation forward through worship, this is the book for you.



Transitions: Leading Churches Through Change

David N. Mosser, Ed. Westminster John Knox Press, 2011. 248 pages, \$20.00

Some books simply look more daunting than others. A quick flip through the pages may reveal words with more than two or three syllables and typeface may

be a bit more intimidating than others. When I picked up *Transitions* I have to admit feeling just a bit intimidated. The collection of sermons and essays carried the names of writers I've stood in awe of for year: Buttrick, Long, Troeger and an eminent list of many others. With a sigh I picked up and read.

Was I ever wrong. Here were pastors and consultants, preachers and professors, men and women from diverse paths of pastoral leadership pouring out their hearts and sharing more than just a few nuggets of gracious wisdom.

Mosser's compilation creates a treatise that offers support for every pastor who's facing the changes life, ministry, and the culture will foist upon them. In four strophes Mosser offers hope for clergy in chaos, guidance for congregations in adaptation (to a culture that seems to have

Continued on next page

gone mad), peace for congregations in crisis, and realistic responses to communities in transition.

These essays and sermons aren't just fluff. Certainly each one is filled with anecdotal reflections and not a few reminiscences, but each one carries more than just inspirational platitudes and motivating rah rah cheers. There's hard hitting advice, point by point how-to instructions, and not a few implied "or else's." For instance, when writing about transitioning from one congregation to another McGriff and Millard write emphatically "When

you move away, stay away" (7). Thomas Long builds on the eight good purposes of a funeral (126). And Mary Alice Mulligan reminds us that in change "some people in your congregation may never come along. Thus, they may leave. Let them go" (212).

Some of the essays and sermons are easy reading. Others not so much. But every single one carries gems that pastors from twelve member churches to multi-thousand member parishes are easily worth the investment. 



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Worship In Real Time

By Cathy Townley

THE WORSHIP LEADER IN YOU

I used to be a musician who led congregations weekly in song and liturgy. I felt I'd found my calling as a worship leader. I had, but not there. I no longer serve the church that way, yet I am more a worship leader now than when I stood in front of a congregation and led the band. Worship grew me. It also raised my awareness of the misunderstanding of worship and thus the lack of purpose from larger to smaller churches alike. Churches of every size talk incessantly about the struggle to get people involved. The two realities are conjoined.

Worship is our relationship with God, however superficial or deeply it goes. The more we trust, the more we grow as God stretches us so far beyond ourselves until it is no longer about us, but about others who don't know Christ. We reach out to them to encourage their worship journey. That makes us worship leaders because we're ushering them into Christ's presence, and worship defines that relationship. Church musicians do this by trade in the public gathering through song and liturgy, Christ followers as a way of life. The professional role is for a select few; the avocational role – relational evangelist – is for us all.



Finding good leaders for different ministries is strategic. When they thrive, so does the whole church. Worship is an example. A good music minister needs musical chops to lead the public gathering as well as networking ability to build the ministry behind the scenes. The role is so

important that I've developed a seminar on how to hire one. I've heard too many stories of churches that have put the wrong person for their context into that position. That drains the entire system.

But the search for the right leader for any given ministry and simultaneously the ability to build a leadership DNA into your church goes far beyond strategy to the deeply embedded value of worship. The right leaders are always worship leaders first who raise up worship leaders who raise up worship leaders, from the center to the fringes of your church and beyond. We all were created for such a time as this. We have found our purpose when we allow God to stretch us beyond ourselves and into relationship with others who don't know God and who mistrust the church – which is the majority of persons in America these days.

Alas, most of us are too shy about our faith to give God that kind of leeway. No worries; God can change that through worship. Pursuing God through disciplined prayer, fasting, study, solitude, and other spiritual practices breaks down walls. We're working on our relationship with God as God readies us to reach out.

Too many churches see worship as a synonym for the worship service rather than modeling worship as a life-

Continued on next page



Cathy Townley is a former worship leader, songwriter and author of *Designing Worship Teams*, and *Missional Worship: Increasing Attendance and Expanding the Boundaries of Your Church*. She serves as Director of Worship Coaching for Griffith Coaching Associates and is also a coach for The Unbinding the Gospel Project. Cathy is a Deacon in the Minnesota Annual Conference of The United Methodist Church. Learn more about Cathy and her worship and evangelism coaching at TownleyCoaching.com

style. For them, church work is about keeping even dead ministries alive instead of about reaching new people. A few saints do everything and they're worn out. Congregations everywhere are in varying stages of grief and depression. Even larger churches and brand new ones have hit roadblocks.

It would be very different if everyone that is connected to your church saw themselves as worship leaders. Imagine the energy that would release.

For more insight into worship as a way of life, read Cathy's book, *Missional Worship*. Visit Cathy's website www.townleycoaching.com to find out about seminars Cathy leads. 

Missional Worship...

Missional Worship

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Expanding the Boundaries
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Cathy Townley

ISBN 9780827216440, \$19.99

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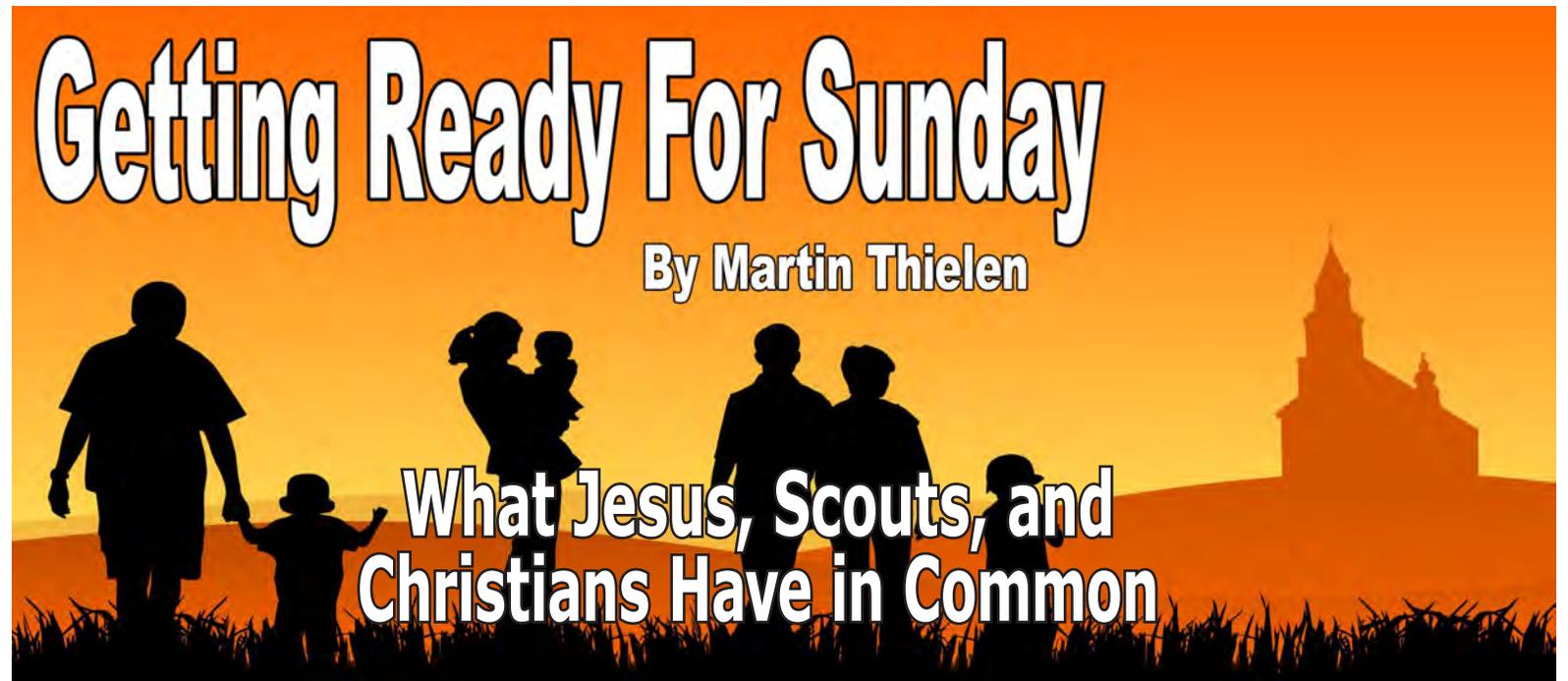
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Getting Ready For Sunday

By Martin Thielen



What Jesus, Scouts, and Christians Have in Common

Like many other churches across America, my congregation observes Scout Sunday every year on the second Sunday of February. We have a thriving scouting program, and believe it is an important ministry for our church and community. Usually the observance is limited to a brief presentation early in the service. However, last year, we decided to make Scout Sunday the focus of our entire worship service. The worship outline and my devotional follow.

Scout Sunday Worship Outline

“A Scout is Reverent” (Boy Scout Law)

This section of the service included the prelude, welcome, opening songs, passing of the peace, invocation, and Scout Sunday recognitions (including “God and Me” Awards and Eagle Scout recognitions).

“To Help Other People at All Times” (Boy Scout Oath)

During this part of the service we had the scripture reading (Matthew 25:31–40), we sang a congregational chorus (*Make Me a Servant*), and I preached a Scout Sunday devotional (see below).

“To Do My Duty to God” (Boy Scout Oath)

This section of the service included a song of response, prayers of the people, offering and offertory, benediction, sending forth song, and postlude.

Scout Sunday Devotional

The title of today’s Scout Sunday devotional is “What Jesus, Scouts and Christians Have In Common.” Which raises the question, “What *do* Jesus, Scouts and Christians have in common? The answer is *service*. As we see in today’s

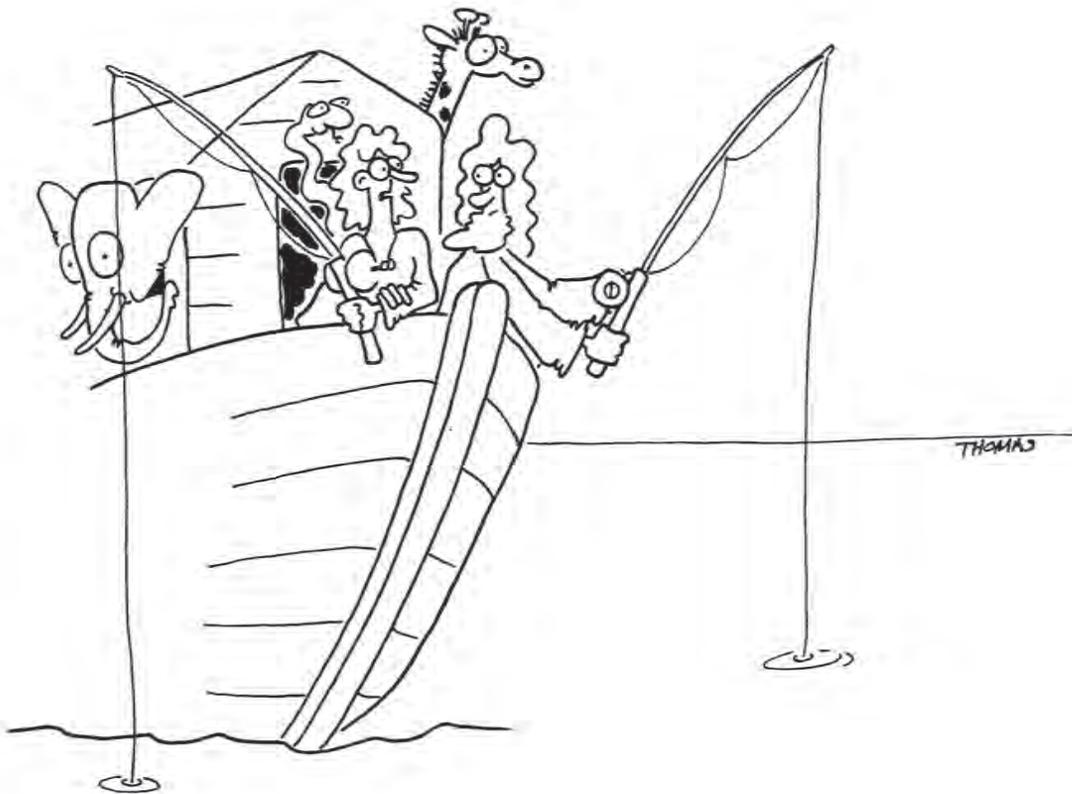
scripture reading, Jesus teaches us that the best way to serve God is to serve others. Scouts teach the same thing. So do Christians. So this morning, I want to tell you my favorite story about serving God by serving others.

At the beginning of the sixteenth century, the Jews were expelled from Spain. Many went to France, Germany, Greece, and some went to the Holy Land. Among them was Jacoby, a shoemaker by trade. Jacoby was a kind man; but most of all, Jacoby was a devout man. He went to the synagogue every Sabbath and listened to what the Rabbi was saying, even though Jacoby spoke Spanish and the Rabbi spoke Hebrew.

One Sabbath, the Rabbi mentioned in his sermon how at one time loaves of bread were offered to God. Jacoby heard and understood the words *bread* and *God*, and he got excited. He ran home and said to his wife, “Esperanza! Guess what? God eats bread! And you are the best baker in the whole country! This week make your best bread, and I’ll bring it to God.” That week Esperanza kneaded in the best ingredients and braided the dough with such love. Jacoby then took the seven loaves of bread to the synagogue. “Senior Dios,” Jacoby said to God. “I’ve got your bread. You will love it. My wife Esperanza, she’s a wonderful baker! You’ll eat every crumb!” Then Jacoby took the bread and put it into the holy ark.

No sooner did Jacoby leave than in came the shammas, the man who cleans up the synagogue. “Lord, you know I want to be here in this holy place; that’s all I want to do. But for seven weeks now I haven’t been paid. Lord, I need for you to make me a miracle. I believe you’re going to; maybe you have done it already. Maybe I’ll open the holy

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“You know, Noah, fishing was a lot more fun, when we didn’t have so many mouths to feed.”



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ark, and there will be my miracle.” He walked to the ark and he opened it, and there was his miracle. Seven loaves of bread! Enough for the whole week. The next day, when the Rabbi opened up the ark and Jacoby and Esperanza saw that the bread was gone, you should have seen the look of love that passed between them. The next week it was the same. And the week after. This went on for months. The shammes learned to have faith in God, but if he hung around the synagogue, or came too early, there was no miracle. And so, thirty years went by.

Now an old man, Jacoby came one day to the synagogue with his loaves of bread. “Senior Dios,” he prayed, “I know your bread’s been lumpy lately. Esperanza’s arthritis—maybe you could do something? You’ll eat better!” He put the bread in the ark and started to leave when suddenly the Rabbi grabbed him. “What are you doing?,” the Rabbi demanded. “I’m bringing God his bread,” Jacoby replied. “God doesn’t eat bread!” said the Rabbi. Jacoby said, “He’s been eating Esperanza’s bread for thirty years.” The two men heard a noise, and they hid.

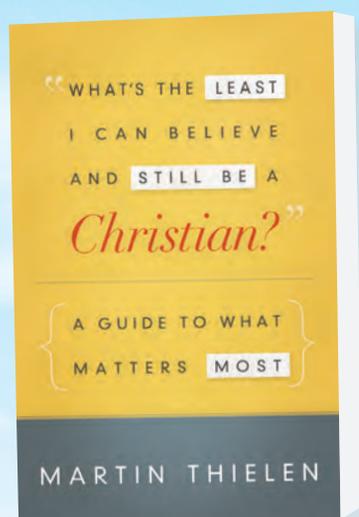
No sooner did they hide, than in came the shammes. “I hate to bring it up Lord, but you know your bread’s been lumpy lately. Maybe you could talk to an angel.” When the shammes reached into the ark for the loaves of bread, the Rabbi jumped out and grabbed him. The Rabbi

angrily told the two men that what they were doing was sinful, going on and on, and all three men began to cry. Jacoby began to cry because he only wanted to do good. The Rabbi cried because all this happened because of his sermon thirty years ago. And the shammes cried because he realized there would be no more bread.

Suddenly they heard laughter from the corner. They turned and saw the great mystic, Rabbi Isaac. Shaking his head and laughing, Rabbi Isaac said, “No Rabbi, these men, they are not sinful. These men are devout! You should know that God has never had more pleasure than watching what goes on in your synagogue. On the Sabbath, he sits with his angels, and they laugh, watching this man bring the bread and the other man take the bread, while God gets all the credit! You must beg forgiveness of these men, Rabbi.”

Rabbi Isaac looked at Jacoby and said, “Jacoby, you must do something even more difficult. You must now bring your bread directly to the shammes, and when you do, you must believe with perfect faith that it is the same as giving it to God.”

“You must believe with perfect faith that it is the same as giving it to God.” Sounds a lot like another rabbi named Jesus who said, “To the extent that you did it unto the least of these, you did it unto me.” 



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LEADING CHANGE AND LIVING TO TELL ABOUT IT

By Dr. William Hoyt

Hit The Bullseye, Inc. exists to foster a peer learning environment for people leading groups of congregations (judicatories and associations) through systemic transformational change. We lead denominational leaders and congregations through transformation and spiritual, financial and numerical reproduction through: Assessment and Strategic Planning, Consulting, Mentoring, Coaching, Pastoral and Lay Leader Development/Training, Capital Campaigns.

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Just because everything is different doesn't mean anything has changed.

—Irene Peters

In our fast-changing world, an effective leader must lead for change. Failure to do so is to fail as a leader. But leading change is difficult because people have an innate aversion to change. The highways of pastoral leadership are littered with the remains of those who have not survived the journey.

If you are a change agent and want to live to tell about it, you have no better friend than William Bridges. In his writings on change and transition Bridges draws a map for survival. What follows are a few basic things learned from Bridges that have proven helpful to me as leader over the years.

Change and Transition Are Not the Same Thing

Most churches are willing to change just about anything in order to keep things the same. This being true and our natural aversion to being the "changee" rather than the "changer" notwithstanding, leading change is the easy part. Leading transition is the hard, but essential part. It's the time-consuming part of being a change agent.

Change is an external shift, something that happens around us, outside of us. It may be sudden and immediate, the result of an order given from "on high." Transition is an internal shift. It's what happens inside of us. It's the way we come to terms with the change. Transition is the process of making the changed state "our

own." Transitions take time because transitions affect our perspectives, thoughts, feelings, esteem, values, and choices.

The Three Phases of Transition

The first phase of transition is "Letting Go."

"You cannot steal second with your foot on first." You must leave where you are and in the church way too many people have spent their whole lives standing on first base. Change and transition begin with an ending. People must let go of the way things used to be.

Change inevitably produces grief. Grief by definition is a "sense of loss." Transition work starts with asking, "Who loses what with these changes?" and "How can I help them grieve the loss and embrace a better future?" You must create a "pain plan."

The second phase is the "Neutral Zone."

This is the most difficult phase. It's full of uncertainty and confusion. The old scripts with the familiar ways of doing and relating have been shredded. The new scripts have not been written and cannot be read and followed.

The neutral zone is uncomfortable, so people are driven to get out of it. Successful transition, however, requires our spending time in the neutral zone. This time is not wasted, for it is where the creativity and energy of transition are found and the real transformation takes place.

Continued on next page



FlipYourChurch.com Video Training Series



What Kind of a First Impression Are You Making?

The adage “You only get one opportunity to make a first impression” says it all. The most common reason guests don’t return isn’t because the sermon didn’t match their theology or the church was too “old fashioned.” The truth is that a church’s lack of hospitality from parking lot to benediction dampens the Spirit’s fire more often than anything else.

Hospitality Training is a twenty-four week small group resource that will prepare leaders, greeters, ushers, hosts, and congregational members to see their church from a guest’s point of view. Improve congregational hospitality and you’ll exponentially improve the chances visitors will return for a second look.



The FlipYourChurch.com Training series is brought to you by Drs. Kris and Bill Tenny-Brittian, the co-hosts of the popular Church-Talk show. Each training set includes access to additional online training materials at no cost. Give your church leaders access to the podcast or vidcast versions of each session. Use the discussion handouts in your small group gatherings to spark deeper insights.

Available at NetResults.org/FYCTraining

A transition management plan is essential to effectively lead through the neutral zone. This plan must first succinctly describe the change and why it must happen. Second, articulate what must be done during the transition. Third, ensure that someone is responsible for each aspect of the plan. Fourth, implement a reasonable timeline. And fifth, include a detailed communication plan that repeatedly recites the “4 P’s” of transition communication.

Purpose: Why we have to do this.

Picture: What it will look and feel like when we reach our goal.

Plan: Step-by-step, how we will get there.

Part: What you can (and need to) do to help us move forward.

The final phase is the “New Beginning.”

The “New Beginning” is about embracing the new until the “new” becomes the next change’s “old.” It requires doing “the new” long enough to see the vision become reality. It results in doing “the new” because you want to and you truly believe it’s the best way to do this ministry now. 



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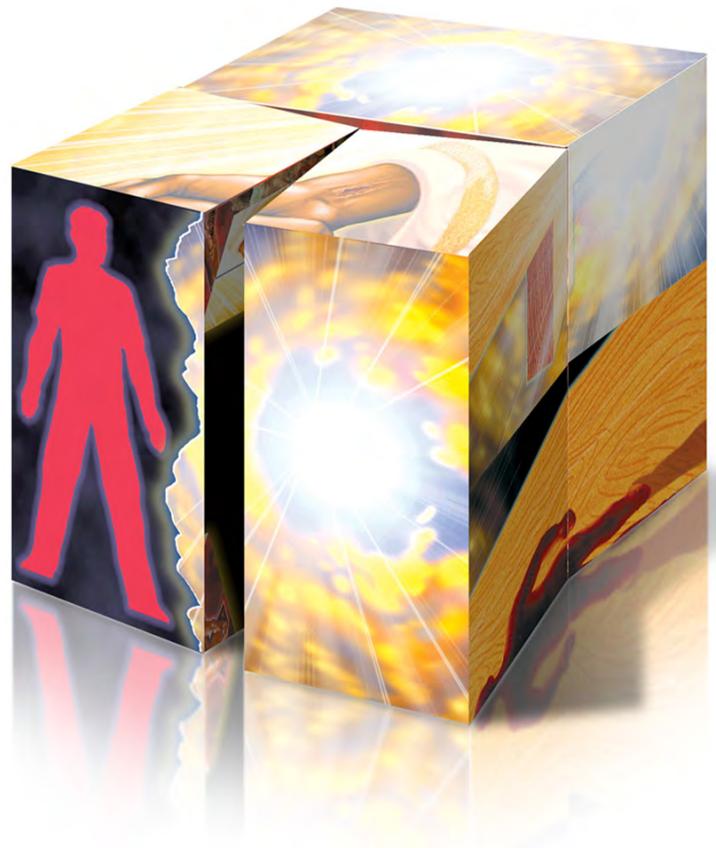


EVANGECUBE'S CHALLENGE TO REACH 12 MILLION BY END OF 2012

e3 Resources the makers of EvangeCube are challenging a million Christians to use the evangelism tool to share the gospel with one new person each month for twelve months – with the ultimate goal of twelve million gospel presentations in 2012. The challenge is being issued by e3 Resources, the maker of the EvangeCube, to commemorate the twelve-year anniversary of the evangelism tool's creation.

a photo-collage that creates the face of Jesus, showing how it takes *all* of us to make a difference and how we can each share in reflecting his presence in our lives. Folks are asked to submitting photos, videos, and stories to the e3 website at <http://e3resources.org/>. 

“With more than two billion Christians around the world, e3 wants to spread the word and power of God’s message of Christ from your neighborhood to rest of the world,” stated Casey See, Executive Director of e3 Resources. “e3 Resources is looking for one million believers to answer the call to share the gospel (Matthew 28:19). The challenge is as simple as using EvangeCube.”



Why twelve? The number, which represents perfection, is the product of three (a heavenly and perfectly divine number) and four (which symbolizes the earth, what is material and organic). Twelve also has prominent usages throughout the Bible: the twelve sons (tribes) of Israel; twelve judges; twelve gates; twelve disciples; and Jesus was twelve years of age when he spoke his first recorded words.

The second step to the “Power of twelve” challenge asks believers to document their experience and share it with e3Resources – to send in photos, videos, and stories of their EvangeCube experience to excite, encourage, and invite others to join the team. These images will become



SURVEY SAYS ...

A couple months ago, some of you were invited through *Net Results* to participate in a research survey. Well, the results are in with nearly 300 responses from across the nation. And congratulations to the Rev. Loril Hawk, the winner of the Apple TV.

Participating churches included those with less than 50 to those over 3000 and although every denomination was invited to participate, the results were exclusively “Protestant” (non-Catholic and/or Orthodox) churches. The general percentages follow closely with the average church sizes across the nation, with the largest segment of churches under 100 and the smallest those over 2000. Although the questions we asked look a bit like a hodge-podge, there was some method to our madness. Many smaller churches have been seeking information from us regarding best practices and we wanted to see if our experience and anecdotal data matched the church’s reality. The good news, at least for us, was that we’ve been pretty spot on. So, without further ado, here’s a brief preview (perhaps some of it will help in your 2012 planning).

How Often Are the Doors Open?

Multiple Services aren’t just for big churches anymore: Over 25% of churches worshipping less than 125 have more than one weekly worship service and fully 51% of all churches offer multiple services.

What Day and What Time Is “Church”?

Most worship services (not surprisingly) are held on Sunday mornings. Over 85% of all churches offer an 11 AM (or thereabouts) worship service. 4.5% offer Saturday

evening services and 65% provide a Sunday evening experience.

Most Attended Worship Service

The most attended worship service is the 11 o’clock Sunday morning event (54.9%), but that’s followed closely by services held at 10-ish (37%). However, if a guest is



going to show up at a worship service, odds are they’ll be attending your 11 AM service (70.6%).

Coffee? Tea? Oreos?

If you go to the average worship service in the US, you may or may not be able to take your coffee in with you. Only 57% of churches allow beverages in the worship center (even fewer allow you to bring in a cookie). Interestingly, size almost doesn’t matter. The vast majority of churches worshipping over 500 allow refreshments in their worship center (over 85%). But for churches worshipping less than 500 it’s a bit more dicey - only 55%

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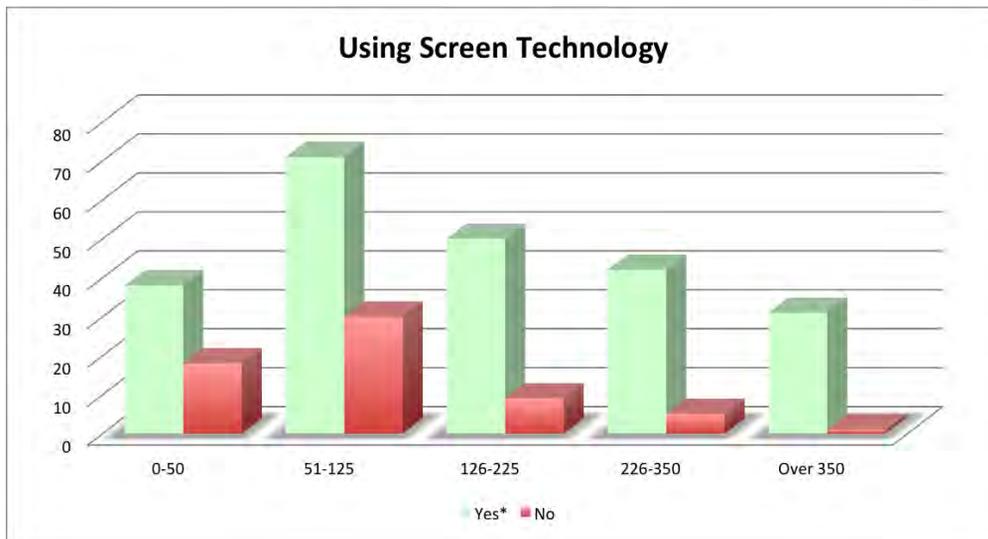
allow refreshments. Interestingly, smaller churches appeared to be slightly more likely to allow refreshments than many churches over those between 226 and 500.

To Digitize or Not to Digitize?

However, once you're in the worship center, you're more likely than ever to be greeted with screen technology (projected or flat screen digital imaging). Although it's

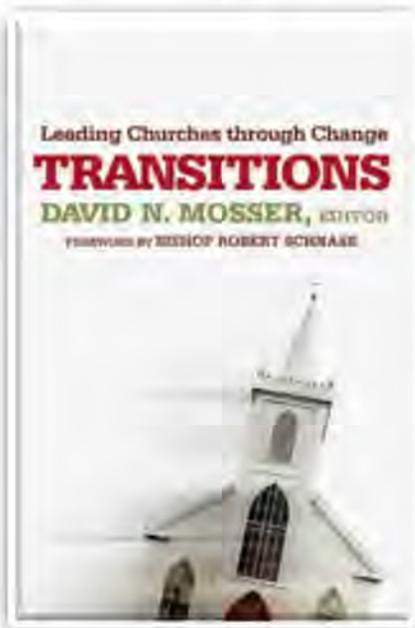
not surprising that churches worshipping less than 50 were the least likely to have screen technology, over 66% provided digital projection in either all or some of their worship services. Although not every large church offers projection, over 88% do, and it appears that virtually all churches over 500 have adopted the technology.

We'll be processing and interpreting the data we received over the next couple of issues. 



Transitions: Leading Churches through Change

Edited by David N. Mosser



This book is a treasure trove of wise, practical advice for pastors who want to be transformative leaders and for congregations who want a future. We can't follow a living God without being willing to move into the future; this book teaches us how to do that more faithfully."

—William H. Willimon, Bishop, North Alabama Conference of the United Methodist Church

"This collection of rich essays has about it a contagion concerning the bewilderment, burden, and wondrous mystery of ordained ministry. It plunges into the "mind-numbing changes" that the church now faces. It offers, in response to that change, reflection by experienced veterans of preaching who offer their self-critical honesty, their deep wisdom, and their humor that prevents taking themselves too seriously. The reader will be engaged by alert colleagues who are in no way "numbed," but who exhibit joyous readiness for the challenge of ministry in coming hard times."

—Walter Brueggemann, Professor Emeritus, Columbia Theological Seminary

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AHA!

A PASTORAL COMMENT

FROM TOM BANDY

RADICAL SURRENDER, AWESOME LEADERSHIP

The more you surrender to God's will, the better God uses you to lead mission. A little bit of surrender results in a little bit of leadership. A modest surrender results in average leadership. Total surrender results in awesome leadership.

There are so many books on leadership! Paid clergy and lay volunteers all feel overwhelmed by the things we need to do: skills we must acquire, empathy we must generate, energy we must focus. Yet the bottom-line requirement of leadership is not what we must do but rather who we must become. Leaders are simply the instruments of God.

Most recently leadership advice has focused on courage. We need the courage to face conflict, take risks, learn from failure, be true to ourselves, and reshape relationships. Yet there is surprisingly little talk of the greatest courage of all ... to surrender life and lifestyle to God.

Why do people want to become a better leader?

The corporate gurus give their advice to help people advance careers, expand influence, and gather wealth. It's not really about the product, the cause, or the company. It's about me, my ego, and my retirement security. One wonders what advice Peter might give (former fisherman, frustrated pastor, and eventual martyr). I suspect his best leadership advice would be to let go ... and let God. And when he says "let go," he means letting go of everything. And when he says "let God," he means letting God use you in any way imaginable. The best leader, Peter would say, is the one who can make a U-turn on the Appian Highway, staking everything he or she has on the answer to the question: *Quo vadis, Domine?*

