



FACILITATOR GUIDE

OBJECTIVES

By the end of this module, you will be able to:

1. Identify emerging leaders for the growth and reproduction of the church.
2. Train emerging leaders for the growth and reproduction of the church.
3. Mentor emerging leaders for the growth and reproduction of the church.

DEVOTIONAL

And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others.

– 2 Timothy 2:2 (NIV)

AS LEADERS GO ... SO GOES TO THE CHURCH

How many generations of leadership are cited in Paul's multiplication process?

What words reference Paul's multiplication process?

How can the pastor or church planter apply the concept of multiplying leaders in their context?

FACILITATOR

DO: Welcome the group back.

SAY: In a few minutes, we will take time to review your hard work, ask questions, and share with one another.

Today's module is called Mobilizing Leadership.

By the end of this module, you will be able to:

1. Identify emerging leaders for the growth and reproduction of the church.
2. Train emerging leaders for the growth and reproduction of the church.
3. Mentor emerging leaders for the growth and reproduction of the church.

TIME FOR SHARING & PRAYER

SAY: Before we get too far in the module, we want to spend some time in God's Word, give opportunities for testimonies, and pray. Let's begin.

ASK: Who would like to read 2 Timothy 2:2?

SAY: As leaders go ... so goes the church.

ASK: How many generations of leadership are cited in Paul's multiplication process?

DO: Allow time for responses to questions.

What words reference Paul's multiplication process?

How can the pastor or church planter apply the concept of multiplying leaders in their context?

SAY: In this module, we will see how the leader can expand the impact of their leadership by multiplying emerging leaders in the local church.

Before we get to the process of multiplying emerging leaders, would anyone like to share a vision statement, testimony, or information on the report on how God has transformed you or another?

Session 1: Biblical Foundations

1. HOW TO IDENTIFY EMERGING LEADERS | 2 Timothy 2:15

Four things that people need from leaders:

- trust
- compassion
- stability
- hope

Read 2 Timothy 2:15
Read John 15:5
Read Titus 1:5-9

What is the difference between character (BEING) and skills (ACTIONS) of a leader?

According to the Bible verses, write the characteristics and skills of a leader in a local church.

| CHARACTER | SKILLS |
|-----------|--------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

DO: Collect Healthy Church Reports and have participants report on implementing their action plans from the previous module.

DO: Pray.

Session 1: Biblical Foundations

1. HOW TO IDENTIFY EMERGING LEADERS

ASK: Will someone read 2 Timothy 2:15?

SAY: Every time God makes a redemptive move, He raises up a leader.

ASK: Can you give examples of this? (Some examples: Ruth, Daniel, Moses, Saul/Paul.)

SAY: Four things that people need from leaders: trust, compassion, stability, and hope.

DO: Either divide into groups of 2-3 or allow people to work individually.

SAY: After reading the following Bible references, explain in your own words the relation between the text and multiplying leaders in your local church.

- a. 2 Timothy 2:15
- b. John 15:5
- c. Titus 1:5-9

DO: Have the individuals/groups share.

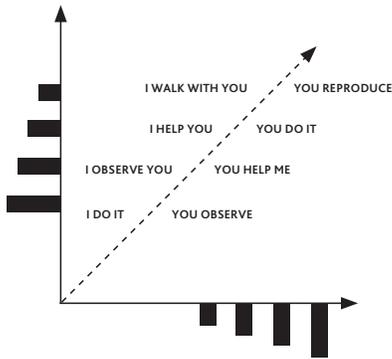
ASK: What is the difference between character (BEING) and skills (ACTIONS) of a leader?

DO: Emphasize in this section the character (BEING) of the leader and the use of their skills (ACTIONS).

ASK: According to the Bible verses, write the characteristics and skills of a leader in a local church.

| CHARACTER | SKILLS |
|-------------|---------------|
| Hardworking | Teaching |
| Focused | Discipling |
| Honest | Hospitality |
| Disciplined | Encouragement |
| Obedient | Correction |

2. HOW TO TRAIN EMERGING LEADERS | 2 Timothy 2:15, 1 Thessalonians 5:11

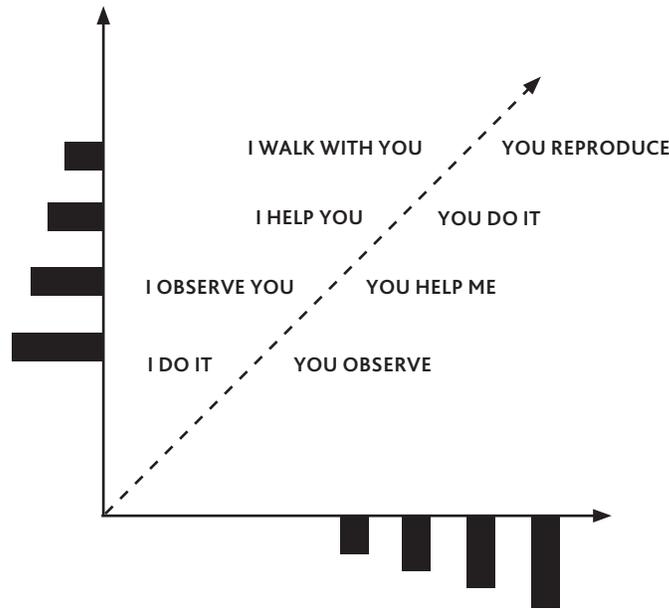


2. HOW TO TRAIN EMERGING LEADERS

ASK: Will someone read 1 Thessalonians 5:11?

SAY: Look at the chart in your manual. When you look at the bottom left, you can see that the leader does the work. Often leaders stop there and they never see the need to train others. However, we are responsible to train emerging leaders.

As we walk up the chart from lower left to upper right follow this pattern when training leaders.



Benefits of this Model:

- Take Risks
- Model
- Teamwork
- Accountable Leadership

ASK: What are the benefits of this type of model?

SAY: Take Risks | The leader must take risks, delegating authority to emerging leaders to carry out activities. It is always a good policy to correct in private and affirm in public.

Model | The leader must perform and assign simple tasks to observe before assigning more complex tasks.

Teamwork | The leader must identify success and encourage each other to work and grow together.

Accountable Leadership | The leader must give leaders the three elements they need to succeed: A clear objective/mission to achieve, clear boundaries/rules to guide their work, and clear measurements/metrics scoreboard that shows if the mission is being achieved.

3. HOW TO MENTOR EMERGING LEADERS? |
Proverbs 27:17

1. Value
2. Model
3. Encourage
4. Be humble
5. Listen
6. Clear up
7. Give time
8. Review
9. Give resources
10. Provide perspective

Without trust, there cannot be confidentiality and without confidentiality, all trust is lost.

| HEALTHY MENTOR | TOXIC MENTOR |
|---|--------------------------|
| Listens | Underestimates |
| Encourages | Criticizes |
| Treats moments as just-in-time learning | Backs up inappropriately |
| Helps see the options | Rescues |
| Guides with questions | Freely advises |
| Remembers that growth depends on the mentee | Builds barriers |

Which characteristics of a healthy mentor and a toxic mentor do you see in yourself? Discuss with your group later.

3. HOW TO MENTOR EMERGING LEADERS? | Proverbs 27:17

DO: As you discuss ways to mentor leaders, prior to class, identify verses you want to be read. Assign these verses prior to starting the list.

- SAY:**
1. Value: build up; don't tear down. (Galatians 5:13, Ephesians 5:21, Romans 12:10)
 2. Model: do not intervene (intervention, if necessary, can come later and privately).
 3. Encourage: do not discourage, especially publicly. (I Thessalonians 5:11, Romans 15:7, Ephesians 4:32)
 4. Be humble: do not be arrogant. (Philippians 2:3)
 5. Listen: do not speak—advice and correction can come later.
 6. Clear up: do not complain or cause further confusion.
 7. Give time: do not take shortcuts.
 8. Review: do not fail to reinforce through praise and gentle correction.
 9. Give resources: do not investigate for them.
 10. Provide perspective: Do not give easy answers; rather, allow them to try to resolve issues and questions that arise.

SAY: Without trust, there cannot be confidentiality and without confidentiality, all trust is lost.

DO: Explain the chart of a healthy and toxic mentor. Provide examples of behaviors as you explain the characteristics.

| HEALTHY MENTOR | TOXIC MENTOR |
|---|--------------------------|
| Listens | Underestimates |
| Encourages | Criticizes |
| Treats moments as just-in-time learning | Backs up inappropriately |
| Helps see the options | Rescues |
| Guides with questions | Freely advises |
| Remembers that growth depends on the mentee | Builds barriers |

Which characteristics of a healthy mentor and a toxic mentor do you see in yourself? Discuss with your group later.

Session 2: Tools

ACCOUNTABLE LEADERSHIP TOOL

There are three things every leader needs to thrive as they lead the church:

- A Clear Objective
- A Clear Set of Rules
- A Clear Scoreboard

When playing the game of football (for the Americans...soccer), these three elements are clear. First, the object of the game is to move the ball toward your opponent's goal and score by putting the ball past the goalie and into the net. The football team uses all of their skills and all of their energy to achieve the objective. Second, the rules are also very clear in football and include things like you can't dribble the ball outside of boundary lines and tripping your opponent results in a penalty. Without rules, the game resembles rugby more than football! Third, football has a scoreboard in order to know if you are winning at the game. Recording and keeping track of the number of goals is absolutely essential to gauging how the team is performing and who wins the game.



The accountable leadership strategy tool offered in this module brings together all three elements for effective leadership in the church. What in football we call the goal, Christians call the mission. What in football we call the rules, Christians call ethical standards, policies, and theological positions. And what we call the score in football, Christians call measuring what matters most to Christ and His church. A football game ultimately isn't about how many plays are executed but how many goals are scored. The church needs to learn this lesson as well: our activity and programs are there to serve the mission Christ has given His church.

When training and multiplying new leaders, show them the Mission (Object), the Theological, Ethical and Policy Boundaries (Rules), and Measurements they are Accountable for (Score):

MISSION (OBJECT)

¹⁸ Then Jesus came to them and said, "All authority in heaven and on earth has been given to me. ¹⁹ Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰ and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."

– Matthew 28:18-20 (NIV)

As you are training a new leader, they need to know how their area of ministry is clearly helping the church move toward making more and better disciples who follow Christ and imitate Him with their lives. For example, the youth group leader you are training needs to know they are responsible for ensuring young people become disciples of Jesus. A leader needs to know what they are responsible for and are blessed when we make that responsibility clear. While pizza parties and mission trips are great activities, the ultimate goal for a leader being trained to lead youth is to see young people become followers and imitators of Jesus.

BOUNDARIES (RULES)

And the Lord God commanded the man, "You are free to eat from any tree in the garden; but you must not eat from the tree of the knowledge of good and evil, for when you eat from it you will certainly die."

– Genesis 2:16-17 (NIV)

As you are training new leaders, they need to know what the boundaries to their leadership are. By having clear boundaries, the leader is empowered to act toward the goal of the ministry without having to ask continually for permission from others. For example, a clear financial boundary expressed in a ministry budget lets the leader act without having to ask permission to use finances. A football player knows that as long as they follow the rules, they are free to pass the ball and dribble toward the goal without having to continually ask the coach for permission to pass the ball. In fact, no team could ever win if every pass required permission from the coach. Clear boundaries help the leader act with authority and freedom toward the goal.

MEASUREMENT (SCORE)

With many other words he warned them; and he pleaded with them, "Save yourselves from this corrupt generation." Those who accepted his message were baptized, and about three thousand were added to their number that day.

– Acts 2:40-41 (NIV)

As you are training new leaders, they need to know what measurements they will be held accountable for in their ministry. This blesses them with a focus on the things that matter most and keeps the leader from distraction toward things that don't matter as much. The measurements that leaders are held accountable for should lead the church toward its mission of more and better disciples. For example, the youth group leader you are training could have seven measurements that are kept track of:

1. Spiritual conversations
2. New believers
3. Baptisms
4. New leaders in training
5. New small groups
6. New people in small groups
7. New leaders with a group

(See the ABC Report created by Multiplication Network www.multiplicationnetwork.org/resources/ministry-toolbox/149-abc-church-planting-report-1)

When training new leaders for ministry there must be monthly reporting of results. There are many beneficiaries to reporting:

1. The leader themselves is blessed with clarity and accountability.
2. The leader's trainer and mentor can see how the training is progressing and give additional instruction where needed, celebrate successes with praise, and encourage perseverance.
3. The prayer partner knows how to specifically pray for the leader.
4. The entire church knows how to give support and celebrate with the leader.

How will you use the Accountable Leadership Tool in your training of leaders? How will you use reporting of measurements in the training leaders?

Evaluating Our Leadership

The following tool uses a 1-10 scoring system, in which 1 represents complete disagreement or the lowest score, and 10 represents excellence or strong agreement.

SAY: Let's review our Take Your Church's Pulse measurement result for this healthy characteristic. Was this an area of strength for our church or is this an area of weakness? Are there certain questions from the survey that we should pay special attention to as we prepare our action plan?

| MULTIPLYING LEADERSHIP | | | | | | | | | | | |
|------------------------|--|---|---|---|---|---|---|---|---|---|----|
| 1. | Multiplying leadership creates opportunities to develop new leaders. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 2. | There are others who are being trained and prepared to lead in the future. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 3. | I feel that the leadership of the church seeks to grow and multiply. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 4. | I can identify at least two new leaders who were trained during the last year. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 5. | The leadership helps and guides those who wish to actively participate in the church. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 6. | The quality and commitment of our leadership is very good. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 7. | The leadership is decisive for the direction the church desires to take in the future. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Session 3: Action Plan and Goals

Based on what you learned in this module, create an action plan with clear goals for you and your local church.

For Pastors:

Have you identified a leader to mentor as a future church planter? Y or N

If yes, did you meet this month? Y or N

For Review:

Did you turn in the Healthy Church Report this month? Y or N

Look at the 7 take Your Church's Pulse (TYCP) questions for this module (Session 3) and review your overall measurements.

What are your areas of strength (scores greater than 7)? _____

What are areas for growth (scores equal to or fewer than 7)? _____

Begin to develop an action plan. An action plan for implementing today's materials into your respective ministries is important and should be a habitual process for every step forward in your ministry. Based on what you learned in this module, create an action plan with clear goals for you and your local church.

An acronym that is helpful in planning is to develop **SMART** goals:

Specific: It describes specifically what I plan to do.

Measurable: I will be able to tell whether it was done or not.

Appropriate: Is it in line with God's will?

Realistic: It considers my limitations and availability.

Time-bound: It mentions an exact time period.

Example:

- By the end of the month, I will preach a sermon on integrated faith so that people will realize that God should be a part of every portion of life.
- By the end of the year, financial giving will increase by 5% from the previous year.
- In 6 months, 12 new believers will be saved.
- By next week, we will develop a plan for small groups that will start next fall.

Coming Up: Stronger Churches Module 4

You will motivate the members of your church to discover their respective gifts in order to apply them to their own context for the benefit of the church and community.

| Healthy Church Report | MONTHLY GOAL | MONTHLY RESULT |
|---|--------------|----------------|
| SHARED THE VISION How many people inside and outside the church has the vision been shared with? | | |
| LEADERS How many leaders has the church trained for small groups and ministry? | | |
| SPIRITUAL GIFTS How many people has the church trained to use their spiritual gifts? | | |
| TITHE How many people has the church asked to tithe toward the mission of the church? | | |
| PRAYER How many people has your church prayed for in the community? | | |
| SHARE FAITH How many people has the church trained to share their faith? | | |
| SMALL GROUPS How many people has the church brought into small groups? | | |
| COMMUNITY MINISTRIES How many people has the church brought into ministries that serve the community? | | |
| NEW MEMBERS How many people has the church welcomed into relationships in the church? | | |
| WORSHIP How many people has the church invited to worship each week at your church? | | |

How to Use Reports

- 1. REPORTING** - Included in each module is a tabulation sheet with ten metrics for measuring entitled *Healthy Church Report*. As the participant progresses through the modular training a new measurement is revealed on the tabulation sheet for monthly reporting. Monthly reporting is a key part of the training. This provides accountability and focus on what matters most for the training participants. If the participants know ahead of time what will be asked of them at the next module, they are more likely to do those activities that lead to the results to be reviewed.
- 2. PASTOR TRACK MENTORING** - Pastors are encouraged during the training to identify and mentor a future leader to be a church planter. Each month of the modular training the pastor is asked if a leader has been identified and if they have met for mentoring (see www.multiplicationnetwork.org/resources/ministry-toolbox/203-mentoring-workshop-2 for mentor training material). At the end of the Stronger Churches modular training: Pastors are encouraged to turn in a church planter profile report (<https://www.multiplicationnetwork.org/resources/ministry-toolbox/159-church-planter-profile>) and churches are encouraged to plant a church by sending the new leader for More Churches Modular training.