

Send Boston Residency

Vision

To see the multiplication of life-giving churches in the greater Boston area through the development of high-capacity church planters

Mission

To create a high-quality church plant residency that fuels the development and continual growth of church planters and their future ministries

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SECTION 1 – SEND Boston Residency

* 1. – Guiding Beliefs

1. Subscribe to a definition of biblical church planting as evangelism that results in new churches.

Imagine what would happen if we began to create a church planting atmosphere in North America whereby the expectation for new churches is that the DNA of these churches are constantly made up of new believers. Since we have been commanded to make disciples, we must live with an urgency to multiply disciples through church planting. It is out of disciple making that churches are to be birthed. The weight of the biblical model rests here. It is evangelism that results in disciples, who covenant together to be and function as the local expression of the Body of Christ.

1. The lead planter and core team must personally invest heavily in the church planting harvest from the beginning to the end.

We truly believe that committing to multiplication through church planting will be one of the greatest kingdom investments you will ever make. This priority must be present from the beginning. The DNA of churches that plant churches must be established from the beginning. The church planter must have a clear and focused heart to reach lost people.

1. Evangelism and discipleship are core values for most planters and should be the internal scorecard and drivers.

As ministry leaders, there are so many numbers we think about and or look into. They don’t often tell us everything, but they always tell us something. More than anything else, SEND Boston wants to develop church planters that are driven by metrics around reaching the lost and making disciples. Ultimately we want to see lives changed through people meeting Jesus as Lord and Savior. A planter’s tolerance level for the pressures and disappointments of planting is higher when lives are being changed.

1. Developing and executing a working strategy for all other aspects of church planting should come after evangelism has been established as the heart of the church.

In addition to the core of church planting being evangelism, there are so many crucial aspects of creating & developing a healthy church plant. Developing these aspects, as laid out in the residency, are a big priority. There are personal, team, and corporate aspects of developing a healthy and effective ministry that will require a significant amount of commitment and time, both from the local church & and the planter.

1.2 – Residency Vision

To see the multiplication of life-giving churches in the greater Boston area through the development of high-capacity church planters.

Residency Overview

SEND Boston is creating a framework that will be specific and practical, but will also have flexibility in the local church. With a keen awareness that personality, calling, giftedness, and local context will create a unique church plant, this residency will fit in varying contexts and ministries.

Each planter will have designed experiences in a local church, as well as residency cohorts & SEND Network training events. Each environment will be designed for experiential learning and application. Each of these opportunities will be created with this purpose of preparing them to plant a healthy, life-giving, multiplying ministry.

This residency will be a partnership between the planter, the local church, and SEND Boston. This 12-month process, starting in September, will give planters a comprehensive experience in a local church, as well as training and experience in varying SEND Boston leaders and ministries.

SEND Boston Strategy

In collaboration with the local church & future church planters, SEND Boston desires to see a movement of church planting multiplication in the greater Boston area. Our strategic steps, though not limited to, include the following.

1. Develop a high-quality church planting residency that will focus on high capacity, multiplying leaders
2. Create a resourceful residency framework for the local church as they come alongside church planters
3. Come alongside local churches to help identify and develop future church planters
4. Work with residents to develop clear strategic plans to engage and reach their community
5. Offer ongoing training & development to church planters post-residency
6. Partner with the local church in developing strategic locations for church plants
7. Assist with a portion of the funding and resourcing of these plants

* 1. – Residency Process

Foundations of Development

1. Personal and Family Health
2. Personal and Corporate Leadership Development
3. Ministry Environment & Experience

Four Stages of Development

1. Personal Development
2. Team Development
3. Plan Development
4. Community Engagement

Local Church Environments

1. Community Engagement
2. Preaching Development
3. Evaluation Reports
4. Vision Development
5. Financial Planning
6. Leadership Development
7. Shepherding
8. Strategic Planning
9. Leading Meetings
10. Team Development
11. Unique Local Contribution

SEND Boston Environments

1. Personal & family spiritual health
2. Communicating to the lost
3. Strategic Planning
4. Building & executing systems & processes
5. Financial Management
6. Fundraising and partnership development
7. Missiology in church planting
8. Situational and relational leadership
9. Logistics of planting (Governance, non-profit)
10. Staff & team development
11. Annual conference
12. Local church visits
13. Mid-Residency Retreat January

* 1. – SEND Boston Role & Expectations

SEND Boston is creating a platform & framework for an engaging & practical learning environment. In alignment with the vision of SEND Boston and kingdom multiplication, this environment will be designed to develop high capacity church planters who have a desire to multiply and reach the lost through church planting.

The SEND Boston team will…

* Create a platform & framework for high capacity church planters to grow and ready themselves to plant a healthy and life-giving ministry.
* Work with the local church and the residency champion to create the best experience & environment for church plant development.
* Create weekly & monthly SEND Boston learning environments and offer high quality training that is both necessary & practical.
* Identify strategies to encourage and assist in the strategic church plant plant for each resident.
* Provide ongoing development & training to these ministries and planters.

SECTION 2 – Local Church

2.1 – Local Church Role & Expectations

It is truly the desire of SEND Boston to come alongside and champion the power of the local church. The local church is and always will be the driver of kingdom work. Though SEND Boston will come alongside the local church, each ministry is still fully responsible for executing the residency plan and leading their church planter.

Under the agreed upon framework, each local church will be responsible for…

* Partnering with SEND Boston by full engaging in the framework provided.
* For developing a residency champion and having this person diligently lead the church planter resident.
* All Send Boston Residency champions will be invited to attend and engage SEND Boston sponsored events
* Cooperating with the SEND Boston team to create the very best experience and opportunity for the church plant resident to succeed.
* Partner with and financially support the resident for 3 to 5 years after residency (pending residency completion). While there is no financial amount expected, each church is encouraged to create an annual church planting fund or potentially a special offering to support church planting
* Provide ongoing support, encouragement, and mentoring through the building years.

2.2 - Residency Champion

Each local resident champion will be responsible for…

* Partnering with SEND Boston to execute the residency framework and development plan. Each local will be responsible for guiding the resident through the process.
* Creating the most dynamic & engaging environments for the resident to experience and learn from.
* Creating places and spaces for each church plant to observe, practice, develop, and debrief their skills.
* Providing continual mentoring and personal development to each church plant resident throughout the year-long process.
* Collaborating with SEND Boston to provide feedback and growth opportunities to each church plant resident.
* Providing feedback to SEND Boston in order to continually improve the residency process for both the local church and the church planter.
* Working alongside resident to excel in the SEND Network Training

SECTION 3 – Church Planter

* 1. – Planter DNA

The following qualities will be the focus of what we will seek to develop in each church planting resident.

* Holy – Our planters must first and foremost develop into men that love God and become more and more like Him. We will not lose sight of this personal vision
  + Church planter captures a vision of their life constantly pursuing Jesus
  + Church planter displays a desire for both personal holiness and being like Christ
* Vision Centered – Our planters must be focused more on vision & mission than they are methods. Our mission is to love our cities & neighborhoods in Jesus’ name.
  + Church planter displays a vision that is centered on the mission above all else
  + Church planter displays a holy discontent and reliance on the Holy Spirit’s power
* Evangelism focused – Our planters focus must continually be to engage those who do not yet know Jesus as Lord.
  + Church planter displays a brokenness to reach the lost
  + Church planter’s primary ministry filter is reaching the spiritually disconnected from God
* Multiplying mindset – Our planters focus cannot simply be on addition, but rather multiplication. We must see and live out the priority of church planting.
  + Church planter displays a desire and capacity to strategically plant churches
  + Church planter displays a multiplying, kingdom-first mindset
* High leadership acumen – Our planters must have a high leader IQ. Without this acumen, our potential is limited.
  + Church planter displays a high capacity to lead himself and others
  + Church planter has proven leadership experience leading a ministry
* Team builder – Our planters must have proven experience and a high capacity to build teams. They must be leaders of leaders.
  + Church planter displays a capacity to identify and develop leaders
  + Church planter displays a capacity to develop teams to accomplish vision
* Missionary mindset – Our planters must have a mindset that do not lose the ability to think contextually and strategically like a missionary.
  + Church planter displays a selflessness to set aside personal preferences
  + Church planter displays a capacity and desire to adapt to assigned context
* Growth mindset – Our planters demonstrate a hungry mindset and heart to grow and continually get better.
  + Church planter displays a mindset that knows there is always more to learn
  + Church planter displays a heart that is hungry to ask questions and discover
* Humble heart – Our planters must demonstrate a heart that is both humbled by their own struggles, but also hungry to pursue a life that is above reproach, both in public and in private.
  + Church planter displays an awareness and brokenness of their own struggles
  + Church planter displays a grateful heart for what Jesus has done
* Growth focused – Our planters must demonstrate their focus on growing, both their own local church and the churches they plant.
  + Church planter displays a priority on numerically growing the local church
  + Church planter displays a growth focus through evangelism and church planting

Residency Requirements

* Resident has been sent by and has received the blessing of an SBC local church
* Resident has received a ready rating in the NAMB church planter assessment process.
* Resident has completed all assigned projects and pre-requisite work from sending church, SEND Boston, and/or the local Boston church.
  1. – Planter Role and Expectations
* Church plant resident must be fully engaged in all activities assigned by the local church and SEND Boston.
* Resident must be committed to a 12-month residency. This entire residency is to be completed prior to holding services.
* Resident must live in Boston prior to the residency orientation and start date (in September of each year).
* While some funds will be provided by NAMB and or SEND Boston Development Center partners, each resident may need to raise additional funds as needed.
  1. – SEND Network Training

In collaboration with NAMB and SEND Boston, each resident must fully engage and complete the SEND Network Training. Residents will be placed in cohorts and will be required to complete all assigned tasks.

* 1. – Schedule

SEND Network Local Church SEND Boston

Aug. Orientation

Sept. Calling & Character Local assimilation Personal & family spiritual health

Oct. Communication Preaching development Communicating to the lost

Nov. Missional Engagement Community engagement Missiology in church planting

Dec. Vision Vision development Strategic Planning

Jan. Fundraising Financial planning Financial management

Feb. Team building Leadership development Partner development

Mar. Disciple Making Shepherding Situational & relational leadership

Apr. Systems & structure Strategic planning Build/execute systems & processes

May Bold faith Leading meetings Staff & team development

Jun. Values Team Development Logistics of planting

Jul. Multiplication Evaluation reports

Monthly Rhythm & Schedule

* SEND Network Training – Twice a month
* SEND Boston Learning Environments – Monthly
* Church Visits – Monthly
* Residency Cohort Community Group – Monthly
* Conference – Annual

1st Wednesday of the month – SEND Network Training

2nd Wednesday of the month – SEND Boston Training

3rd Wednesday of the month – SEND Network Training

4th Sunday of the month – Local Church Guided Visit

4th Monday of the month – Resident Community Group & Monthly Guided Debrief

Send Network Training Theme By Month

September – Session 1 – Calling & Character: Identify and confirm a passionate sense of calling and master the discipline of leading yourself

October – Session 2 – Communication: Communicate for kingdom impact

November – Session 3 – Missional Engagement: Understand the makeup of your community to develop a missional engagement strategy

December – Session 4 – Vision: Cast a clear and compelling vision

January – Session 5 – Fundraising: Effectively raise and manage money

February – Session 6 – Team Building: Empower key leaders to execute the vision

March – Session 7 – Disciple Making: Be intentional about making disciples who make disciples

April – Session 8 – Systems & Structure: Develop measurable systems and structures to support the vision

May – Session 9 – Bold Faith: Lead with a bold faith that takes prayerful risks

June – Session 10 – Values: Evaluate your values and integrate them into the DNA of your church

July – Session 11 – Multiplication: Create a culture of multiplication

Special Dates

January – Spiritual Advance Retreat in New Hampshire – Gordon MacDonald

March – Nuts & Bolt Retreat – Journey Church, SC

Future Potential Dates

Exponential Church Planting Conference – Orlando, Florida

SECTION 4 – Residency Development

* 1. – Learning Environments – The Local Church

Church Learning Environments

It will be critical that each church plant create practical learning environments for residents. Learning environments are often a big missing link to the personal development of leaders.

* Observe – Planters must watch and observe a master at their craft. Church planters must be around someone who is highly skilled in the area being developed. Using a journal, each resident will write down everything they see and notice about the environment. Notes should encompass, but not be limited to, the following questions.
  + Observe
    - What and or who am I observing?
    - What is the mission and/or objective of this environment?
    - What are they doing in order to accomplish the environment?
    - How is this environment set up to succeed?
    - What did the leader do well when working to accomplish the objective?
    - What do you see around you that creates an effective environment?
    - What do you see that is worth celebrating?
    - What adjustments could be made in order to increase the effectiveness of the environment?
    - What is confusing for you and/or potentially confusing to a first time guest?
    - What growth opportunities do you see for this team?
* Practice – Planters must be given an opportunity to practice in order to develop. Since failure is a part of development, the church must create space for this to take place. The following is a basic framework for practicing in varying environments.
  + Practice
    - Shadow a skilled craftsman – Watch. Learn. Write down what you see.
    - Practice with a skilled craftsman – Try it. Debrief. Try it again.
    - Tick tock serving – Take turns. Practice the skill that is being observed. Learn from one another.
    - Take charge – Do it yourself. Debrief with the craftsman.
* Develop – Planters must be given clear teaching with specific growth steps. These steps must be practiced and debriefed again. In order to develop high capacity leaders, directive teaching in multiple areas are necessary. Development can one or more of the following forms.
  + Develop
    - Directive teaching – This learning environment is similar to a classroom setting. There must be a clear objective and clear deliverables in mind.
    - Peer to peer learning – This element is designed to keep the planter in strategic learning environments with peers as they collaboratively learn together
    - SEND Boston environments – These collaborative environments will be objective based largely focused on a developing a critical church planting skill.
    - Start Doing – This type of development is largely focused on helping the resident form healthy ministry habits. The resident champion must fashion a plan and provide personal and tailored leadership to each resident.
    - Stop Doing – This type of development is largely focused on helping the resident avoid unhealthy habits. The resident champion must regularly provide helpful coaching and correction.
* Debrief – Planters must live in an environment where they constantly debrief. The debrief must be both to them and from them, depending on the learning environment.
  + Debrief
    - Answer the following questions with the following perspectives (I, We, They)
    - What did I do well?
    - What did I not do well?
    - What adjustments could I make to grow & get better?
    - What is wrong and needs to be fixed?
    - What is confusing and needs to be clarified?
    - What is missing and needs to be added?
    - What growth steps must I take in order to grow in this ministry skill?

Learning Environments – Send Boston Seminars

These seminars will take place on a monthly basis. They are designed and created to be a high impact learning environment that is helpful, strategic, and contextually impactful. Led by locals who are skilled and experienced in their fields, we believe this time will be extremely powerful as we invest in the lives of our future church planters. Not only will this time be powerful and practical, but we will also focus on what is most important, the development of each of their souls.

Workshop 1

September

Topic: Personal & family spiritual health

Where: Encounter Church

Who: Jason Hodges / David Butler

What:

* What are the dimensions of my calling?
* What does leading and living a healthy life look like?
* How can I ensure healthy boundaries in all aspects of my life?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Calling & Character

Focus: Understanding the dimensions of our call

• Call to Fellowship (Intimacy with Triune God)

• Call to Freedom in Christ (Finding your true self/identity in Christ)

• Call to Family (Married Life/Family Life/Becoming Intimate Allies)

• Call to Follow and Pursue (Living out the “ministry you have received”, APEST)

• Call to Flock (Caring for those God has called you to shepherd)

• Call to Friendship (Developing true/deep sense of community, who are the people you will need in your life)

• Call to Forsake (Living a life of renewed glad surrender)

Leading a Healthy Life and Ministry

• Awareness

• Order

• Values

• Growth

Resources for this year

Emotionally Healthy Spirituality by Scazzero

Relational Soul by Plass

Watch - Andy Stanley Exponential Conference message, 2018

The Imperfect Pastor, Zach Eswine

Practicing Greatness – Reggie McNeal

The Honest Guide to Church Planting – Tom Bernardo

Leading with A Limp – Dan Allendar

A Dangerous Calling – Paul David Tripp

Strengthening the Soul of your Leadership – Ruth Haley Barton

Ordering Your Private World – Gordon MacDonald

Key Reflection Questions

How is your soul?

Do you think more about yourself or those you lead?

What can we do to help you grow you?

Passage work for the day

Break into groups and identify principles and learnings from the following passages

John 3:27-30 – John the Baptist followers approach him about Jesus baptizing others. “He must increase, I must decrease.”

Mark 10:35-46 – Two of Jesus’ followers approach him about gaining authority and position in Heaven. “For the Son of man came not to be served, but to serve, and to give his life as a ransom for many.”

Ephesians 5:21 – Paul teaches the church to be submissive to one another. Because Christ did this for us, we too should do this for one another.

Acts 20

Romans 8

Principles from the day

* “A healthy church comes from a healthy pastor”
* No matter how healthy your church may look, it will not be healthy if you are not
* “Your glory is too small to live for” – Andy Stanley
* Great leaders take the role of a servant to everyone in their organizations
* Great leaders build and develop other leaders and focus on their success, not their own

Exercises & Illustrations

1. Residents take a sheet of paper and write down a brief bio, including a list of their highs & lows of life & ministry. They then share open among themselves about their high & lows of life, while also praying for one another.
2. The exercise described above can be found as a resource on the Collegiate Collective website - http://collegiatecollective.com/wp-content/uploads/2016/04/PeaksValleys\_2.pdf

Workshop 2

October

Topic: Communicating to the lost

Where: Grace Church

Who: Sean Sears / Aaron Cavin / Chris Causey / David Butler

What:

* How do you preach in a way that reaches wide & deep?
* How do we keep the lost as our target?
* What does communicating to a Bostonian and or a New Englander sound like?
* How does our past preaching and communication style both help & hinder us as we seek to best contextualize the gospel in our Boston context?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Key Passages of study for understanding the skill of contextualization - Acts 17, 1 Corinthians 9

“In communication, you cannot start with what you know, you must start with what they know and where you want them to go.” - Causey

Questions for reflection

1. How do we as communicators focus on what our audience knows, as we opposed to what we know?
2. How do we build a system of feedback around us that is balanced and effective?
3. How do we create a preaching strategy that disciples the believer and reaches the lost?
4. Who can you learn from in the Boston area that does a good job at reaching the lost through his preaching?

What can you learn from the Andy Stanley model as one who has engaged thousands of unchurched people?

Andy Stanley’s Model – Use link to read more on this model - <https://careynieuwhof.com/how-to-deliver-a-talk-without-using-notes-2/>

How you get to and follow up from Jesus

- [ ] Me

- [ ] You

- [ ] We

- [ ] God

- [ ] We

Great preaching resources to consider

Look at the Book - John Piper

Made to Stick - Chip & Dan Heath

Never Split the Difference - Chris Voss

Christ Centered Preaching - Bryan Chapell

Teaching to Change Lives - Howard Hendricks

Communicating for a Change – Andy Stanley

Practices from Boston area pastors that they use to be more effective at communicating

* Create a feedback loop from the unchurched and young Christians to constantly engage whether or not you are connecting with folks who do not yet know the Lord
* Make sure to regularly listen to and or read resources from guys in New England and other similar unchurched contexts (Canada, New York, etc.)
* Listen to podcast and resources on engaging the unchurched in New England and or similar contexts (The Practical Church Podcast / Carey Nieuwhof Podcast)

Personal Challenge: Work with your local church to execute the local church preaching challenge. Focus on creating an effective feedback loop that constantly evaluates your personal effectiveness in engaging the lost & the unchurched, helping them to understand the good news of Jesus.

Workshop 3

November

Topic: Missiology in church planting

Where: Encounter Church

Who: Team

What:

* What is the mission of God through the church?
* How does church planting live out the mission?
* What does living out this mission mean for us as we seek to multiply churches?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Personal challenge: As a personal commitment, spend some time with the Lord in the next few days around your commitment to church planting. If your own way and in your own words, make a strong commitment to kingdom multiplication through evangelism and church planting. Let no excuse ever get in the way to your commitment!

Workshop 4

December

Topic: Strategic planning

Where: Genesis Church, Woburn

Who: Jason Hodges

What:

* What is good strategic thinking?
* What does short & long-term planning look like?
* How do we strategically plan for our future?
* How do we best utilize our entire team to gain perspective as to where we are?
* How we best build an ongoing system and or routine that allows us to never be working without a good plan in place?
* What is StratOp and how we can we best utilize this process?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

The Paterson Center

[Www.patersoncenter.com](http://Www.patersoncenter.com)

“Leaders, teams, and movement-makers are doing work that matters. StratOp equips them to clarify their purpose, make their vision clear, and move forward with strategic impact. It’s used by organizations big and small, from billion-dollar global corporations to entrepreneurial startups and non-profits. Leaders and teams that use StratOp are doing amazing work. It aligns your people and resources around what matters, bringing focus to your operations, and releasing you to go after the highest-impact opportunities. StratOp helps you to close the gap between a big vision and your day-to-day action. It helps you accelerate your impact, by focusing on the right things today, to take you to where you want to go in the future.” (From [www.PatersonCenter.com/stratop](http://www.PatersonCenter.com/stratop))

Work through the big picture of each StratOp Phase

1. Perspective
2. Planning
3. Action
4. Structure
5. Management
6. Renewal

In organizations around the world, we strategically us the process to position teams for clarity of vision, as well as an actionable plan! It also must be made clear that StratOp is simply a system, not offered content. We offer a roadmap for teams to make their plans, we do not offer to make their plans for them!

* Thinking wavelength
* Turning point history
* Mission, Vision, and Core Values
* 4 Helpful List
* Core Assumption Exercise
* Big Idea Core Strategies exercise
* Strategic Ministry Dashboard
* W.I.N. Wheel
* Action Initiative Profile

Group Challenge: Each planter needs to get their team together and work through several of these exercises as they continue to develop their launch plan

Workshop 5

January

Topic: Financial management

Where: Ernst & Young Corporate Office, Back Bay in Boston

Who: Mike Beaty, CPA / Jason Hodges

What:

* What do I need to understand about good financial management?
* What does a good healthy income and expense sheet look like?
* How do we build healthy budgets that set us up for success?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Financial Management Principles

* One of the most difficult tasks you’ll ever have is managing your personal expenses
* Most people have income and expense issues, but only focus on trying to produce more income. However, you’ll benefit greatly by really focusing on properly managing every expense you have and living within your means
* As Chris Hodges does at Church of the Highlands, practice building your budget on 90% of last years giving receipts. This will start the practice of your ministry living within it’s means. This habit will also give you the margin you need
* At all times, you need to be able to understand financial projections and past analysis. If this is not your strength, find someone on your team or even a third party company to help you part-time understand your income and expenses in the following ways.
  + Income
    - How many giving units do we have?
    - What is our average giving per person?
    - What percentage of our folks are giving and and what percentage are they giving? Example: 40% of people give less than $100 a month. 35% of our people give between $100-$400 a month. 25% of our people give $400 or more per month
  + Expense
    - Understand your expense breakdown by these important categories
      * Staff
      * Facility
      * Giving
      * Ministry Operations
      * Saving
* Do not try to manage the finances yourself. Ask for help from someone who is skilled. There are many 3rd party options that are not expensive that can do a great job at coming alongside you.
* Others finance and stewardship areas to be discussed when together
  + Life Insurance coverage for family
  + Use of a CPA in ministry (certified public accountant)
  + Preparedness for being audited, personally & corporately
  + Financial language to be discussed
    - Profit & Loss Statement
    - Personal finance statements
    - Audit
    - Balance sheet
    - Accounting practices
  + Clarity of finance practices defined in the constitution & by-laws
  + Housing allowance
  + Tax preparation for clergy, self-employment implications

Group Experience: Remember, if you cannot manage your personal expenses, it’ll be quite difficult for you to manage an organizations expenses. Take the notes you learned today and sit down with your spouse. Refine every detail of your personal budget and make sure you are on the same page. If you need any help with this and your spouse is open to counsel, do not hesitate to reach out for help.

Workshop 6

February

Topic: Fundraising & partnership development

Where: City on a Hill, Brookline

Who: Jason Hodges

What:

* What are the best practices for identifying partners?
* How do we ask boldly?
* How do we communicate to and build relationships with partners?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Fundraising Practices

* Refine your vision constantly and keep it fresh
* Ask for others to give you feedback before going public. If you have already gone public, ask for others that are already supporting you to give you feedback on your presentation, vision casting, and any materials you either hand out or share digitally
* Keep your financial ministry plan up to date and always have specific ways for your church body and your ministry partners to be a part
* Put something in your partners hands that shows & tells them what you need
* Always be ready to answer this question… “what would you do If I gave you $50,000?”
* Never ask for money without a plan and without specificity
* Have a plan for the day when your external funding dries up

Partnership Development

* To get one partner, you have to ask ten. If you are not asking, you are not getting. “Ask and you will receive” is not only a principle, it’s also a promise from Jesus. And to further accentuate this truth, since you are going to need 10 partners, just know you are going to have to ask 100! A real estate investor friend of mine says that he has asked over 200 banks for financing and has found that he works with about 7 or 8 banks at a time. You have to ask… a lot!
* Remind your partners on the difference they have made and they difference they will make. Create a balance between past & future sharing
* Find a creative way to thank your partners and their families/congregations. Sending a small gift at Christmas or at another time of the year is a great opportunity for you to share your gratitude.

Group Challenge:

* Within 30 days, I want each of you to come up with a compelling vision and make an ask for someone to join you by giving at least $10,000. This can be an individual, a church, or your leadership team. If you do not know where to start, just ask and help will be given. I do not want this to be flippant or just an exercise. This must be ***strategic***. This is also the very best practice time you’ll ever have. Now is this time to practice and learn how to do this.

Workshop 7

March

Topic: Situational & relational leadership

Where: Encounter Church

Who: Jason Hodges

What:

* What is situational & relational leadership?
* What best practices exist to do this well?
* Why are not two situations alike in leadership?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Each of us are different, way different! There is no one size fits all leadership. I know sometimes we wish it were just easier, but it’s not. While it can be encouraging to learn from other gifted leaders, either at a conference or from afar, it can also be discouraging right? As we learn from other gifted leaders, we quickly learn who we are not.

In order for each of us to grow in our God-given identity, we must understand who we are in Christ and who we are as leaders. Growing in this identity will only help us to understand our unique skill set as a leader. Furthermore, growing in this identity will allow us to fully step into our unique call. You are not the leader sitting beside you – and they are not you.

One of the unique expressions of leadership we are going to learn from is called the situational leadership model. Ken Blanchard’s famous work can be found in his book, *Leadership and the One-Minute Manager*. It’s a must read in leadership. But before we move in, you can and will learn from each of these styles and models, With that said, I hope and pray you’ll learn to be ok with not being an expert in many, many, areas. In fact, the quicker you learn this the better off you will be. As Andy Stanley says, I hope you will learn to “strengthen your strengths and weaken your weaknesses.”

Ken Blanchard Situational Leadership Model

Each of these leadership styles and levels are necessary developmental levels. While each leader has a particular personality and set of strengths that lends itself to one particular style, each leader must progress through each developmental level as they grow.

S1 – Directing

High level of direction & low support

S2 – Coaching

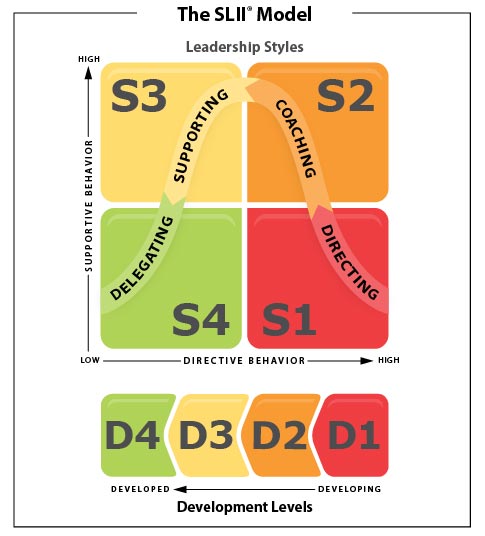
High level of direction & high support

S3 – Supporting

Low level of direction & high support

S4 – Delegating

Low level of direction & low support



Factors to consider when applying your leadership style

* What style of leadership best fits who you are?
* What style of leadership best fits the one you are leading?
* What style of leadership best fits the culture and the need of your ministry?
* What style of leadership is your biggest area of growth?
* What steps can you take in the next two weeks to begin working on this area of development?

According to an article entitled *Leadership that Gets Results,* Daniel Goleman explains six specific and necessary leadership styles

1. Coaching leadership – where the focus is on individual’s personal development and job-specific skills.
2. Pacesetting leadership – where leaders need to present high expectations to their subordinates.
3. Democratic leadership – where subordinates are nearly equal to the leader in terms of decision-making.
4. Affiliate leadership – where the subordinate comes first in all situations.
5. Authoritative leadership – where leaders take charge in identification and analysis of problems, but also allow subordinates to participate.
6. Coercive leadership – where leaders simply tell subordinates what to do and how to do it.

Workshop 8

April

Topic: Building and executing systems & processes

Where: Digital

Who: Jason Hodges

What:

* How do we define what good systems are?
* How do we build out a good system and process?
* How do we manage and execute what we design?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

First, we need define what a ***system and process*** is. Similar to leadership development, these words are thrown around often without definition.

System – “a set of principles or procedures according to which something is done; an organized scheme or method” (Oxford English Dictionary). Simply put, a system is an organized way of getting ministry accomplished.

Process – “a series of actions or steps taken in order to achieve a particular end” (Oxford English Dictionary). These are the steps to make sure the system actually works.

To further make sure we are on the same page, here is a quick summary. *Systems and processes are both the organization of our ministry and the exact steps we take in order to get our work done well.*

Determining What Systems Are Needed

1. ***What is your ministry vision?*** The more specific you can detail out what your ministry will actually look like, the more you will see what systems you currently need?
2. ***What is the actual need of each ministry?*** Think through every single area of your ministry. You’ll no doubt want to do this as a ministry team. Having 4 to 6 folks think through this together will enable you to determine what is needed and why it is needed.

Creating The Right Systems

1. Do not do something because someone else does it. Sounds obvious right? I wish it were obvious, but it’s not. You must justify what you do and why you do it. Do only what is necessary for you to accomplish your vision. In some way, this sounds lazy right – do only what is necessary? This is me trying to help you avoid unnecessary layers of stuff to do. Eventually, unnecessary layers are referred to as red tape. These unwanted and unneeded steps over time will only create a sense of frustration and resentment within the ministry. If the “why” is not answered clearly, then it is unnecessary.
2. Generally speaking, systems are executed by multiple people and an effective & seamless workflow. By the nature of this task, do not create it alone. Create systems with detailed oriented folks (administrators, engineers, etc.)

Ministry Areas That Will Require Systems and Processes

1. Staff and leadership meetings
2. Leadership Development
3. Planning
4. Communication
5. Ordering and securing product
6. Finance
7. Ministry execution
8. First Impressions
9. Kids Ministry
10. Worship Team
11. Groups
12. Discipleship process
13. Marketing & Social Media

This list is just a starting point. Do not forget, you must get your team together and answer the questions together. Once the vision for each ministry is clear, then and only then can an effective work flow system be created.

Determine the Execution Process

1. Determine the objective.
2. Determine the steps.
3. Determine who needs to be involved.
4. Determine the accountability as needed.

Group Experience: With your team, determine what systems are needed for effective ministry. Once determined, work through the 4 execution steps for each system.

Workshop 9

May

Topic: Staff & team development

Where: TBD

Who: Jason Hodges

What:

* What does good leadership development look like?
* How do we develop individuals?
* How do we develop teams?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Leadership Development

***Great leaders want to grow and get better.*** Well, not all leaders of course. But the great ones do! Disclaimer, I know our pride gets in the way of this indeed. What I am assuming here is that there is a sense of humility and self-awareness. In order for us to grow as leaders, there is and must continue to be an awareness of our own struggles and deficits.

As leaders, it’s our responsibility to help the leaders who work for and with us to grow as well. Yet here lies a struggle. If we don’t have a plan, there will be little to no intentional growth. Leadership development actually requires a developmental plan. I’ll never forget when Mac Lake, a mentor to me, said that he rarely ever gets a response when he asks for leaders and organizations to ***show him*** their leadership develop strategy or plans. When asked, I remember Mac saying that leaders start talking about their strategy or plans, but rarely do they actually have anything written down.

Imagine a house contractor without drawings. Now it’s not impossible. There are plenty of folks that have built houses without detailed drawings, but let’s be real, who else is going to be able to help the builder? If it’s not written out or detailed, the scope of involvement is limited. A leader without a written down plan is limited in their scope of impact. While this session is not intended to help leaders create their plan, it is intended to place each leader into a framework that will allow them to do so.

Understanding Each Leader

A plan is important and certainly needs to be developed, but there is no one size fits all. Each leader is unique and needs to be considered as so. Leaders must take the time to understand the unique giftedness and wiring of each person on their team. Many people find themselves frustrated when they know their boss and or direct report are being misunderstood. This frustration will be the case and will remain if the leader of the team is now full cognizant of the factors that differentiate each team member.

Understanding & Developing Your Process

1. Develop a process that inspires each individual
2. Develop a process that shapes your culture
3. Develop a process that is repeatable & scaleable without you
4. Develop a process that helps leaders at all levels within your ministry to grow

Working The Process

In order for the process to be effective, it must be owned by a clear point leader. There must a clear point of contact that will take the lead on content development and implementation. In line with the ministry vision, this point lead must also ensure that each person within the ministry is brought in and bought in to the process. Effective implementation will include, but will not be limited to, the following.

1. Regular check-ins and or reviews
2. Accountability throughout each layer
3. Clarity of each step
4. Equal opportunity for growth

Workshop 10

June

Topic: Logistics of planting

Where: Hope Fellowship Church, Cambridge

Who: Brian Beauford / Jason Hodges / Curtis Cook

What:

* What do we need to do to build a solid foundation?
* What best practices are there for proper governance and compliance
* How do we start and manage a non-profit?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Logistics planting

1. Constitution & By-Laws
2. IRS & State Level regulations and guidelines
3. Non-profit practices
4. Finance software
5. Audit protection
6. Use of CPA & Tax Advisors
7. Understanding clergy housing allowance

Workshop 11

Topic: Crisis in Leadership

Where: TBD

Who: David Butler

What:

How do effectively lead during a time of crisis?

Soul Care Check-In

* Soul Care Scripture –
* Soul Care Truth –
* Soul Care Principles –
* Soul Care Reflection Questions –

Local Church Monthly Visits

* Host guides the experience and drives a particular topic that reflects their DNA
* Planters will Observe, Ask, and Debrief
* Planters will report their experience

Sample Church Visit Schedule

* Welcoming church planters at least 1-hour before service starts
* Feel free to give them a small gift (what you would do for a first-time guest)
* History of the church
* Tour of your church / Q&A along the way
* Deeper explanation of your unique aspect (philosophy, pros/cons, systems)
* Attend service
* Debrief Service at lunch or coffee environment (Ask residents what went well, what is confusing, what needs improvement – Then let them ask questions about what they experienced)

Observe

* Take continual notes
* Notice everything
* Takes notes on evaluation sheet

Ask

* Be curious
* Ask as many questions as possible to understand
* Use provided question guide

Debrief

* Have a shared lunch with host
* Complete evaluation sheet
* Debrief during planter gathering

Planters will take vigorous notes and use the church visit evaluation form to be provided for each visit.

Monthly Church Visit Schedule

September

Where: Grace Church in Avon

Who: Brian Beauford

Topic: Preaching & Teams

October

Where: Encounter Church in Westwood

Who: Jason Hodges

Topic: Vision circles / Worship recruiting planning / Kids Environments

November

Where: Mosaic Church in Brookline

Who: Shane Sikkema

Topic: Preaching in a city context / Kids Ministry

December

Where: Life Community Church in Quincy & Braintree

Who: Avery Diener

Topic: Community as Family – Viewing worship gatherings through a familial lens / Braintree – Hospitality team (recognizing each individual as a gift from God)

January

Where: Seven Mile Road Church

Who: Justin Gottlieb

Topic: Service intentionality / Worship environment / Preaching

February

Where: City on a Hill in the morning / Aletheia Church in the afternoon

Who: Bland Mason at City on a Hill & Adam Mabry at Aletheia Church

Topic: City on Hill – Multi-cultural worship / Preaching team / Community Group percentage

March

Where: LifeSong in Sutton

Who: TBD

Topic: First Impressions

April

Where: Netcast Church / Banner Hill in the evening

Who: Matt Chewning / Chris Allen at Banner Hill

Topic: Netcast – Staff culture, Assimilation, Kids Ministry

Banner Hill –

May

Where: Milestone in Natick

Who: Eric Wyatt

Topic: TBD

June

Where: The Well

Who: Kevin Scott

Topic: TBD

June:

Where: Life Song Church

Who: David Payne & Laura LaPointe

Topic: First Impressions and the guest experience

* 1. – Resident & Champion Guide

This section will serve as the curriculum guide for the church planter resident, as well as the local church champion guide.

Resident Plan – Local Church

PREACHING DEVELOPMENT – October

WEEKLY PREACHING

Sunday is always coming! As a lead pastor, on top of all your other responsibilities, you’ll need to prepare and deliver a fresh sermon each week.

This month you’ll be preparing and delivering a sermon each week.

Content // Books, blogs, videos

Read “Communicating for change” by Andy Stanley

Read “Preaching: Communicating Faith in an Age of Skepticism” by Timothy Keller

https://careynieuwhof.com/sermon-2-0-the-future-of-the-preaching-and-reaching-the-unchurched/

Assignment // Due by the end of the month

Interview 5 Pastors about how they prep and deliver great sermons

Plan and Preach a 4 week sermon series

Video record each new message each week. Then have at least 2 people watch and give feedback about your message and use that feedback in your next sermon.

Write a 5 page report detailing how the reading assignments and the message feedback have changed how you sermon prep and how you deliver sermons.

Questions // A few things to think through

What types of preaching frameworks do you use?

Who do you listen to and what do you like about their style?

How will delivering sermons change in the next 10 years?

In what ways will you seek feedback about your sermons after you launch?

Recommendations // Tips and Tricks

Make a life long habit of listening to a diverse group of communicators

Make a life long habit of asking *honest* people how you can get better

COMMUNITY ENGAGEMENT – November

DRIVING UBER

No missionary in a foreign land would try to reach their new community without understanding their culture. You shouldn’t either. You can’t learn a culture from studying census data. Looking for the values, interests, hurts, fears and passion of people means you have to talk to people in your community.

This month you will be learning “The Art of Conversation” and putting that into practice as you become the highest rated uber driver in your community!

Content // Books, blogs, videos

“The Art of Conversation” by Judy Apps pages 65-118

Any 15 chapters from “How To Talk To Anyone: 92 little tricks for big success in relationships” by Leil Lowndes

https://newsroom.uber.com/the-beginners-guide-to-uber-2/

https://www.youtube.com/watch?v=TZER264iwy8

https://www.uber.com/en-ZA/drive/resources/five-star-driver/

Assignment // Due by the end of the month

Make at least 20 Uber Rides and maintain a 5 star rating. Each ride must start in your community.

Interview at least 5 unchurch people from your target community.

Write a 5 page report detailing what insights, observations, questions and principles you learned from your experience.

Questions // A few things to think through

What are the IAO’s of your community? (Interests, Activities and Opinions)

What are the demographics of your riders (Age, Education, Marital Status, Family Size)

What economic trends are happening in your community?

Are there differences between what you see in the community and the research you’ve done online?

What is the core practices that people engage in that shape their identity and priorities?

What are the institutions that are shaping your community, and how they are affecting people’s lives?

What crossovers are there between Uber driving and Church Planting?

Recommendations // Tips and Tricks

Don’t lose sight of this in church planting! It’s going to be easier to focus on this in year 1, but hard in year 5 because of other ministry priorities. Stay on mission in your community.

VISION DEVELOPMENT – December

VIVID VISIONS

“Your church will never outgrow your vision for it” - Bill Esum

Your Vision is more than just a statement, a sentence on the wall or on your website. Your vision also needs a plan, a way for you and your team to actually fulfill the vision God has given you.

This month you’ll be working crafting your vision and a strategic plan to fulfill that vision for different stages of your church.

Content // Books, blogs, videos

Read “Making Vision Stick” by Andy Stanley

willmancini.com/blog/36-questions-for-20-20-church-vision-from-start-to-finish-1

https://www.pastormentor.com/church-vision/

https://www.vanderbloemen.com/blog/church-team-vision

Assignment // Due by the end of the month

Interview 3 Pastors that have planted over 10 years ago and ask them how their vision has changed from pre-launch till now.

Create 3 Vision Plans. One for years 1-5, 5-10, and 10-20

Each Vision Plan will contain a vision statement, a vision frame, a communication plan, and a ministry plan for how you’ll accomplish the vision.

Questions // A few things to think through

How will be build internal awareness of the new vision?

What common questions will need to be answered when the new vision is communicated?

What tools and resources need to be in place when the new vision is communicated?

How do we create urgency when rolling out the new vision?

How will we remind people that this is God's vision?

How will the vision be integrated into developing leadership?

How is the vision be integrated into intentional communication?

How will the vision be integrated into compelling environments?

Recommendations // Tips and Tricks

Identify a few great visionary leaders and listen to what makes them so powerful.

Study the famous “I have a dream” speech by King. Listen to it 4 or 5 times and you’ll identify what makes this visionary speech so very powerful.

FINANCIAL PLANNING – January

MORE THAN BUDGETS

Financial planning is WAY more than just making spreadsheet. Proper financial planning includes ministry models, forecasting, discipleship, and donor development.

This month you will be creating a comprehensive financial plan for the first few years of your church plant.

Content // Books, blogs, videos

Read “Money Matters in the Church” by Malphurs and Stroope

Read “Budgeting for a Healthy Church” by Dunlop

https://smartchurchmanagement.com/church-financial-management/

https://pushpay.com/blog/how-to-create-a-church-budget/

https://www.agfinancial.org/blog/5-church-budget-practices-that-support-growth/

Assignment // Due by the end of the month

Interview 5 other pastors about how they plan and create yearly budgets

Create a budget for years 1, 3, and 5 outlining the income and expenses

Create a detailed plan if a donor gave you 10x your first year’s budget

Create an outline for how you will disciple people with the gift of giving

Questions // A few things to think through

What are a few ways other pastors are setting up their budgets?

What do you agree with and disagree with about how they budget?

How will you be ensuring that you’re budgeting conservatively?

Do the line items in your budget reflect your vision?

What percentage of your budget is used for weekend services? Is that the right number?

Does your budget include cost of living increases?

What checks and balances will be put in place to ensure you stay on budget?

What accountability processes will you put in place for yourself?

Will there be a minimum amount of cash you’ll keep on hand?

Recommendations // Tips and Tricks

Build diversity on your financial counsel team. You’ll need to strike a good balance of the spender versus the saver personality.

Always seek counsel from those outside your ministry to give insight to healthy financial planning.

LEADERSHIP DEVELOPMENT – February

LEADERSHIP PIPELINE

If your vision is God sized than you can’t do it alone, you’ll need leaders. As the church grows you’ll need even more leaders. Without a systematic way to identify, train, equip, and empower leaders then your church will be stunted.

This month you will be creating a leadership pipeline that will outline how you’ll move someone from just joining a ministry team to to becoming a staff pastor.

Content // Books, blogs, videos

Read “Leaders Made Here” by Mark Miller

Read “Turn the Ship Around” by Marquet

Read “Designed to Lead” by Geiger and Peck

https://www.youtube.com/watch?v=a-rVhLuyymg

www.ram-charan.com/wp-content/uploads/2012/12/Leadership-Pipeline-sample.pdf

Assignment // Due by the end of the month

Interview 5 other ministry leaders from other churches about how they develop leaders.

Write a 3 page paper outlining your answer to the question: “Is Leadership Development part of Discipleship or is Leadership Development a separate track and not meant for every believer?”

Create your church’s leadership pipeline

Questions // A few things to think through

What did you learn in your interviews?

What surprised you most about how others develop leaders?

How many levels of leadership do you need?

Is your pipeline scalable as your church grows? (staffers, volunteers, members)

How will you communicate and promote your pipeline?

How will you provide on-boarding training to new volunteers?

How will you provide on-going training to current volunteers?

Recommendations // Tips and Tricks

If you are not a developer, find those that are. Some people do this naturally better than others. Find those that are skilled and develop them even further!

SHEPHERDING – March

SCALABLE SHEPHERDING

Being a pastor is about shepherding people but what happens when there are more people than you can personally shepherd? As your church begins to grow how and who you shepherd will change.

This month you will be learning ways other pastors have grown with their church and developing your own framework for scalable shepherding.

Content // Books, blogs, videos

Read “Effective Staffing for Vital Churches” by Bill Esum

Read “4 Chair Discipling” by Dann Spader

Read “What got you here won't get you there” by Marshall Goldsmith

Read “Leading Like A Shepherd” by Larry Osborne

Assignment // Due by the end of the month

Conduct at least 10 interviews with pastors that have planted and grown a church to at least 500 asking them how their role/responsibilities/focus has changed over the years.

Create a document that clearly outlines your role, responsibilities, and focus at each of these stages. launch-100, 100-200, 200-300, 300-400, and 400-500

Questions // A few things to think through

As a lead pastor, what is your primary focus?

What parts of your job are most easily delegated?

What parts of your job should you never delegate?

Are there actions you know aren’t scalable but should do anyways, while you’re small?

What will be your filter for knowing when to delegate certain jobs?

Recommendations // Tips and Tricks

If do not already know this, you soon will. It’s ironically easy to lose sight of personal shepherding in church planting. Somehow the logistics of lesser things crowd out what is most important. Don’t lose sight of this!

STRATEGIC PLANNING – April

MINISTRY MODELS

Just like your leadership and shepherding will need to change as the church grows, so will all your systems, structures and processes.

This month you will be creating multiple “Ministry Models” to help you anticipate roadblocks, understand growth barriers, and execute ministry effectively at different stages of growth.

Content // Books, blogs, videos

Read “Advanced Strategic Planning” by Aubrey Malphurs

Read “Chess Not Checkers” by Mark Miller

Read “The Church Leader’s MBA” Chapters 5-8 by Smith and Wright

https://onstrategyhq.com/resources/church-planning-part-2-elements-of-a-strategic-plan/

Assignment // Due by the end of the month

Interview 5 other pastors about how they plan for and overcome future roadblocks

Write a 5 page report detailing what insights, observations, questions and principles you learned from the reading assignments and interviews.

Create 5 Ministry Models. One for each of these situations

Launch - 12 Months

Weekly attendance of 150 with a storefront location

Weekly attendance of 250 w/ 3 services on Sunday

Weekly Attendance of 350, 3 months from planting a new church and sending them with 65 people including your top 4 giving families and 30% of your leaders

Weekly Attendance of 500 w/ 2 locations

Questions // A few things to think through

Does your ministry model fit your strategy? Why or why not?

Do you believe your ministry model will work in your desired context and community?

Is your model sustainable and scaleable?

Recommendations // Tips and Tricks

Each Ministry Model needs to include

Rough income and expenses

What ministries will be up and running

How many leaders you’ll need at each level of leadership

How many volunteers you’ll need in each ministry

How many paid staff (FT & PT) plus their role, major focus, and salary

sacredstructures.org/methods/25-easy-to-use-church-strategic-planning-exercises/

STAFF & TEAM LEADER MEETINGS – May

MEETINGS, AGENDAS, AND RHYTHMS

“Meetings are the fields that great leaders play on” - Shawn Lovejoy

Meetings aren’t a necessary evil. Meetings are the best way to leverage your time, knowledge, and leadership. A few hours of your time can have a huge impact on every team in the church.

This month you will be learning all about effective meetings and creating your own meeting systems.

Content // Books, blogs, videos

Read “Death by Meetings” by Lencioni

Read “Meetings Sucks” by Herold

Read “Art of Facilitation” by Hunter

Assignment // Due by the end of the month

Interview 5 other pastors about how they lead staff and team meetings

Write a 5 page report detailing what insights, observations, questions and principles you learned from the reading assignments and interviews.

Lead at least 2 meetings with your Champion present and have them give you feedback.

Create a Meetings System for your church, outlining the types of meetings, who needs to be at each, schedule and rhythms for each type, and sample agendas.

Questions // A few things to think through

Why do most people hate meetings?

What do you do when you’re disengaged during a meeting?

If meetings were run correctly, what benefits would meetings have?

How can you make meetings you’re in be more valuable and engaging?

Recommendations // Tips and Tricks

Listen more than you talk. As a leader often when you speak it ends the discussion.

Ask questions that help your team discover the right answer. This way the whole team has buy-in to the solution.

TEAM DEVELOPMENT – June

BUILD, GROW & LEAD TEAMS

God has given you a dream that is too big for just you. If you're going to do what God has called you to do, you'll need a healthy team around you.This month you'll be learning the basics about how to build, grow and lead different teams.

Content // Books, blogs, videos

Read “Effective Staffing for Vital Churches” by Bill Esum

Read “Building An A Team” by Whitney Johnson

Read “Teams That Thrive” by Warren Bird

Read “Sticky Teams” by Larry Osborne

Assignment // Due by the end of the month

Create a "Build, Grow, Lead Framework" for each of the core teams you'll need in the first year.

Write a 5 page report detailing what insights, observations, questions, and principles you learned through the reading assignment.

Questions // A few things to think through

Build

How will you build this team from scratch?

How many positions are needed now and a year from now?

How will you onboard the first members?

What barriers will you face as you build this team?

Grow

How will you grow this team past the first few members?

What channels of communication will work best for growing this team?

How will on-board training work for new members?

How will you on-going training work for current members?

What barriers will you face as you grow this team?

Lead

Who will lead this team for the first year?

What qualifications does this leader need?

What training does this leader need?

How will feedback work between you and the leader?

What barriers will the leader face as they lead this team?

Recommendations // Tips and Tricks

Similar to personal leadership development, this may not be a strength of yours. While that is ok, it’s not ok to avoid it. Find great team developers and release them to build teams.

EVALUATION REPORTS – July

SECRET SHOPPER

As leaders we should be learning from everything, everywhere BUT, books and blogs can’t teach you what local unchurched people think about YOUR ministry.

This month you will be learning how to get local unchurched people to tell you what they REALLY think about church!

Content // Books, blogs, videos

www.521pastors.com/the-cheap-church-secret-shoppers-process/

https://www.equities.com/news/four-phases-of-a-life-cycle-using-a-bell-curve-for-evaluating-strategy-components

www.thegospelcoalition.org/article/12-lessons-ive-learned-about-ministry-evaluations/

www.vanderbloemen.com/blog/6-steps-to-an-effective-church-staff-review

Read “Measure What Matters” by John Doerr

Assignment // Due by the end of the month

Conduct at least 2 secret shopper interviews

Write a 5 page report detailing what insights, observations, questions and principles you learned from the secret shoppers

Conduct 4 “Life Cycle” evaluations with other pastors or ministry leaders about their specific ministry.

Write a 5 page report detailing what insights, observations, questions and principles you learned from the Life cycle exercises.

Create an Evaluation Process that outlines how you will assess the health and hindrances of your church as a whole and individual ministries.

Questions // A few things to think through

How would these people feel about a new church coming to their area?

What commonalities do you see in their church histories?

What rhythms of measurement and evaluation will your church/team have?

How will your core values influence your evaluation process?

How will your staff values guide your staff review process?

What are some “leading” and “lagging” indicators and how will you measure those?

Recommendations // Tips and Tricks

Build a life long habit of healthy evaluation. Look back and evaluate in order to make the days ahead stronger. Set your pride aside and let those around you speak into this, not just yourself.

Champion Guide

PREACHING DEVELOPMENT – October

Monthly Goal

Sunday is always just around the corner! Planning, preparing and delivering a message each and every week will become the new normal for the Planter.

We want them to experience the pressure of weekly message prep so they can see how that will affect their time, energy and attention.

This month, find ways for the planter to learn how different communicators on your team prep and deliver their messages.

Debriefing Questions

* What types of preaching frameworks do you use?
* How did weekly message prep affect you this month?
* How can you better prepare for this as you get ready to plant?
* Who do you listen to and what do you like about their style?
* How will delivering sermons change in the next 10 years?
* In what ways will you seek feedback about your sermons after you launch?

Recommendations // Tips and Tricks

* Let the planter see how you message prep.
* Give the planter a handful of the most helpful resources you’ve found.
* Schedule a time for the planter to preach at twice this year.

COMMUNITY ENGAGEMENT – November

Monthly Goal

We want the planter to go beyond demographic research. You can only learn so much from doing research, at some point you have to actually start talking with people!

We want them to go out into the community and start talking to people they will be pastoring and let them see if the research matches the conversations they have.

Debriefing Questions

* Tell me what you learned doing research about your community?
* Are there differences between what you see in the community and the research you’ve done online?
* What is the core practices that people engage in that shape their identity and priorities?
* What are the institutions that are shaping your community, and how they are affecting people’s lives?

Recommendations // Tips and Tricks

* Share how you’re intentionally connecting with people in your community
* Ask them to go to the police station or school offices to find out what they think are the real needs in the community
* Have the planter conduct in-person surveys at starbucks and give away gift cards for people that take the survey.

VISION DEVELOPMENT – December

Monthly Goal

“Your church will never outgrow your vision for it” - Bill Esum

We all know vision is important but we hardly get the time to sit down and craft our vision. This month we would like the planters to have the time and space to think through multiple vision at different stages of their church.

Debriefing Questions

1. Why is vision important?
2. Have you been in a church where vision was lost? What happened?
3. What is the difference between mission and vision?
4. What common questions will need to be answered when the new vision is communicated?
5. How will we remind people that this is God's vision?
6. How will the vision be integrated into developing leadership?
7. How is the vision be integrated into intentional communication?

Recommendations // Tips and Tricks

* Share times when you have communicated vision effectively/poorly
* Share how you crafted your churches vision.

FINANCIAL PLANNING – January

Monthly Goal

Financial planning is WAY more than just making spreadsheet. Proper financial planning includes ministry models, forecasting, discipleship, and donor development.

This month you will be creating a comprehensive financial plan for the first few years of your church plant.

Debriefing Questions

1. How will you be ensuring that you’re budgeting conservatively?
2. Do the line items in your budget reflect your vision?
3. What percentage of your budget is used for weekend services? Is that the right number?
4. Does your budget include cost of living increase?
5. What checks and balances will be put in place to ensure you stay on budget?
6. What accountability processes will you put in place?
7. Will there be a minimum amount of cash you’ll keep on hand?

Recommendations // Tips and Tricks

* Let the planter see your past and current budgets
* Show the planter how you created your budget
* Have the planter involved in planning out next year's budget
* Create an environment where the planter can plan out a yearly budget for a ministry.

LEADERSHIP DEVELOPMENT – February

Monthly Goal

One of the first and most recurring barriers to growing a healthy church is leadership development. Without a systematic way to identify, train, equip, and empower leaders then your church will be stunted.

This month you will be creating a leadership pipeline that will outline how you’ll move someone from just joining a ministry team to becoming a staff pastor.

Debriefing Questions

1. Have you ever worked in a company with poor leadership? What happened?
2. Who’s the best leader you’ve served with?
3. What made them a good leader?
4. What qualities do you have that are worth following?
5. How can you maximize that quality to help more people lead?
6. What do you like about the leadership structure we have here?
7. Is there anything you’d change/tweak? Why?
8. How will you communicate and promote your pipeline?
9. How will you provide on-boarding training to new volunteers?
10. How will you provide on-going training to current volunteers?

Recommendations // Tips and Tricks

* Share with the planter how you first started developing leaders.
* Show the planter how you’re currently developing leaders.
* Tell the planter about potential leaders and what you see in them.
* Have the planter interview ministry leaders to see how they are developing leaders.
* Create environments for the planter to actively develop at least one new leader.

SHEPHERDING – March

Monthly Goal

Church planters need to be adaptable. Planters need to adjust quickly and pivot when they need to. What worked 6 months ago doesn’t work anymore.

This month we want the planter to be thinking through the different stages of growth and how that might change their role, focus and leadership.

Debriefing Questions

* As a lead pastor, what is your primary focus?
* What parts of your job are most easily delegated?
* What parts of your job should you never delegate?
* Are there actions you know aren’t scalable but should do anyways, while you’re small?
* What will be your filter for knowing when to delegate certain jobs?

Recommendations // Tips and Tricks

* Share how you’re leadership has changed from when you planted till now.
* Talk about how you plan to adjust different aspects of your ministry as it grows. Examples could be eldership, budgets, planning, counseling, org chart, hires, direct reports, planting churches, leadership development, accountability.
* Discuss recent major ministry failures (Hybels, Driscoll, Perry) and how those could have been avoided and how they should have adjusted as their ministries grew.

STRATEGIC PLANNING – April

Monthly Goal

This month the planters will be looking at how they will change as the church grows. We want them to focus and think through how the systems and structures will need to change as the church grows and reach different barriers.

Debriefing Questions

* What are some differences between systems and structures?
* Why are systems and structures important?
* What systems do you think you’re weakest at?
* What systems most/least excite you?
* Why are systems and structures important?
* What was the hardest part about this month’s assignment?

Recommendations // Tips and Tricks

* Share how things have evolved at your church
* Share when and how different ministries got started
* Share about specific roadblocks you’ve overcome
* Share some potential roadblocks you think are coming
* Have the planter help you document current processes and systems you have in place.

STAFF & TEAM LEADER MEETINGS – May

Monthly Goal

As a church planter they will be leading multiple teams and one of the most effective ways to build and lead multiple teams is through facilitating great meetings.

This month we’d like the planters to get their hands dirty in leading several meetings and thinking through the details of how they will meetings when they launch

Discussion Starters

* What’s the worst meeting you’ve ever been in? Why was it so bad?
* What’s the best team you’ve ever been on? How did they do meetings?
* Why are meetings one of the best leveraged activities you have as a leader?
* How will your meetings be different from past meetings you’ve been in?
* How can we improve our meeting structures?

Recommendations // Tips and Tricks

1. Let the planter be involved in staff and team meetings.
2. Have the planter interview different ministry leaders to learn how they lead meetings.
3. Create environments for the planter to lead real meetings.

TEAM DEVELOPMENT – June

Monthly Goal

This month we want the Planter to start really thinking through all the different types of teams that they will be leading from kids, to first impressions, to elders. Each team is unique and will need to be lead differently in order to succeed.

As the Champion your goal is to best prepare the planter to be able to Build, Grow and Lead teams well.

Discussion Starters

* How have you seen team development in the past?
* In what ways has your past helped shape how you develop teams today?
* How could we improve how we develop teams here at our church?
* Which of the books you read did you like most and way?
* Which one of the books did you disagree with most? What did you not agree with?
* How many core teams will you need in the first year?
* Based on how many teams you need, how many volunteers do you think you’ll need?
* What will be your biggest challenge as you build, grow and lead these teams?
* How will you ensure quality ministry across these different teams?
* Do you have a process for when you need to tell someone to step down from their role?

Recommendations // Tips and Tricks

* Have the planter shadow leaders as much as possible. More is caught than taught. As leaders we often are developing people even without us knowing and by letting the planter shadow multiple leaders they will get many different perspectives of development.
* Give the planter any simple frameworks or systems you have for developing others.
* Let the planter see how you pour into others. Maybe let the planter join you as you mentor the team leaders and potential leaders in your church.

EVALUATION REPORTS – July

Monthly Goal

Healthy growing churches and ministries needs regular evaluation to make sure they are headed in the right direction. Too much evaluation and it feels like micro-management. Too few evaluations and the ministry will veer off course.

We want the planter to evaluate multiple ministries in multiple contexts to gain as much experience being able to think critically about their own ministry.

Debriefing Questions

* Compare and contrast the different ministries you were able to evaluate?
* What were some of the best/worst things you observed?
* How was the leadership different in those ministries?
* What was the biggest factor of a successful ministry?
* How will you evaluate yourself after launch?

Recommendations // Tips and Tricks

* Let the planter see how you evaluate, ministries, teams and staff
* Have the planter in high level meetings where you’re evaluating any part of your ministry.
* Ask the planter for honest feedback about what they might change if they could
* Create several opportunities for the planter to evaluate different ministries.

4.3 – Residency Cohort

Group environment – This can be one of the most incredible times of development. We truly want this time to be when “iron sharpens iron”. This cohort time can include, but not be limited to the following items.

1. How are you checking in?
   * What word best describes the condition of your heart, soul, and mind?
   * Being honest with yourself, are you healthy spiritually, emotionally, mentally, and physically.
2. Share a scripture and prayer time
   * Rotate amongst yourself leading and facilitating this time.
   * Take your time in prayer. Really seek after God on one another’s behalf.
3. What are you celebrating?
   * Celebrate what God is doing together.
   * Celebrate things both inside and outside your home, personally and in ministry.
4. What are you learning?
   * Everyone is to share what they are learning. Make sure to take notes from one another. This will be a valuable time to sharpen one another.
   * What you share can be both personal and ministry related.
5. Debrief local church experience
   * What are you excited about?
   * What are you practically learning?
   * What insights have you gained?
6. Debrief church visit experience
   * What has inspired you?
   * What do they seem to be doing well?
   * What do you want to take away from them and do yourself?