

BUILD A DISCIPLE- MAKING FUTURE YOU CAN BELIEVE IN.



WELCOME!

Our continual prayer is that this process produces genuine breakthrough, both individually and corporately, as you pursue the mission of Jesus in your context.

May God richly bless every step of your clarity journey—for His Glory.

*This workbook
belongs to:*

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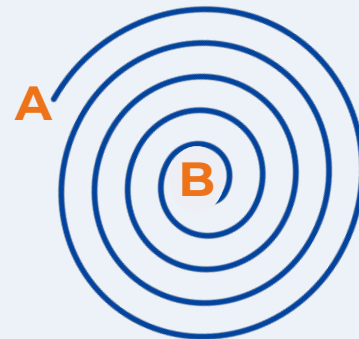
Collaboration and Clarity Dynamics

The Straight Line



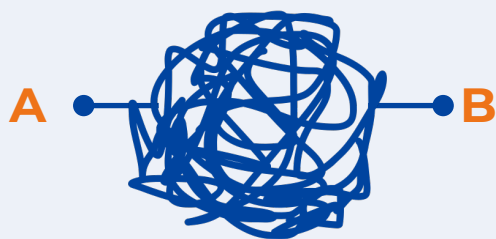
*The quickest way from A to B is a straight line
therefore, speed is our friend.*

The Clarity Spiral



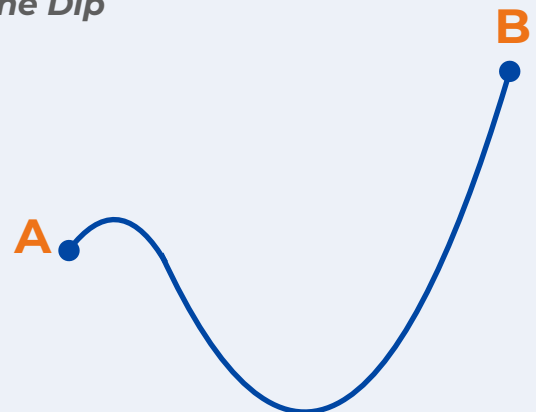
*You don't get breakthrough
in the drive-through!*

The Journey to Simplicity



*Connect the dots
before you connect the dots!*

The Dip



*Breakdown but
don't shut down.*

Introductions & Expectations

Introductions

Expectations

My Top Expectations

My Team's Expectations

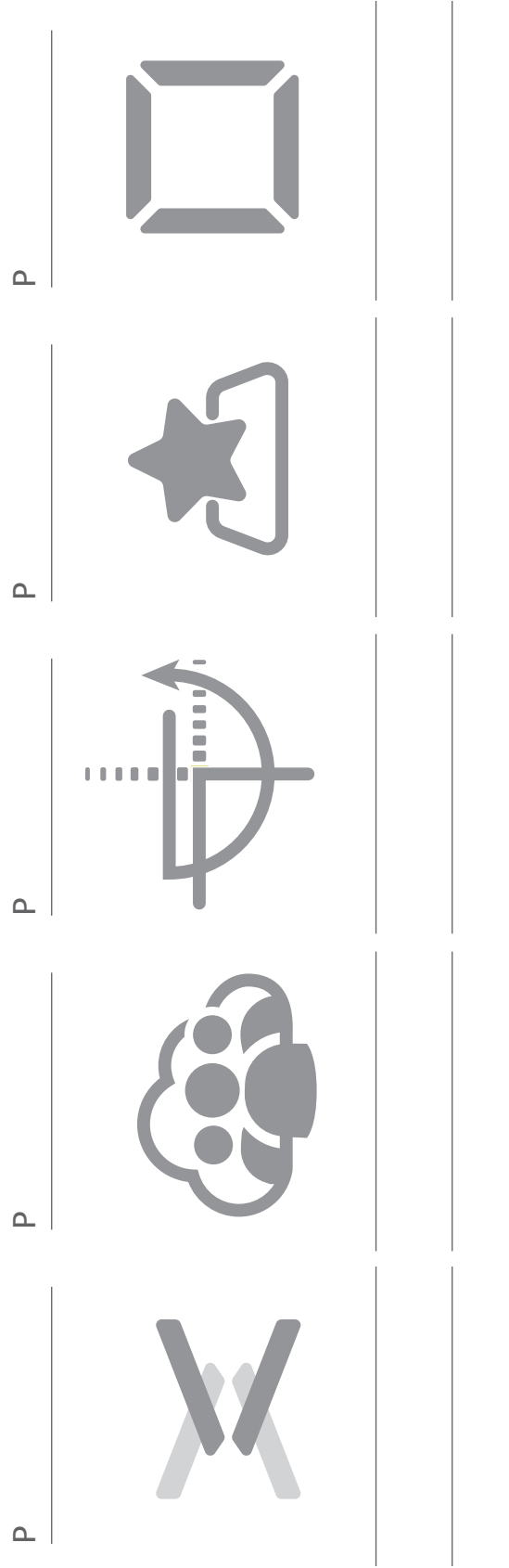
Biblical Grounding: Reflect & Receive

Reflect

Receive - Mark 3



Funnel Fusion Process Overview



The Funnel Fusion picture helps us **move the finish line.**



One primary problem

– the functional Great Commission of today:

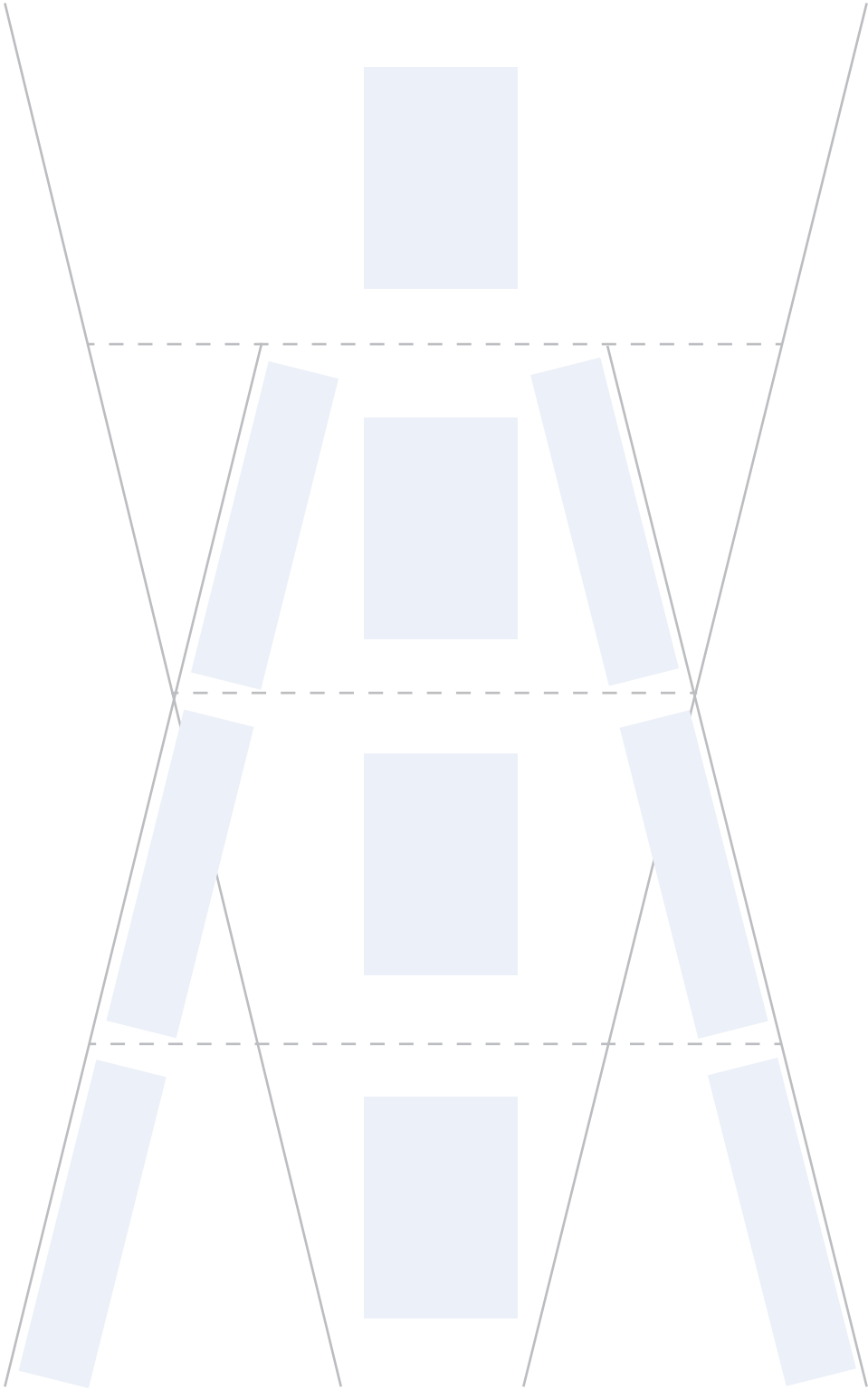
Go into all the world and make more _____

baptizing them in the name of _____

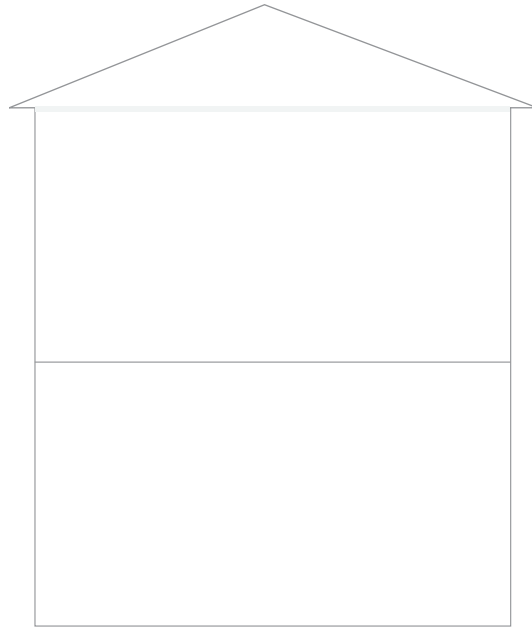
and teaching them to _____.



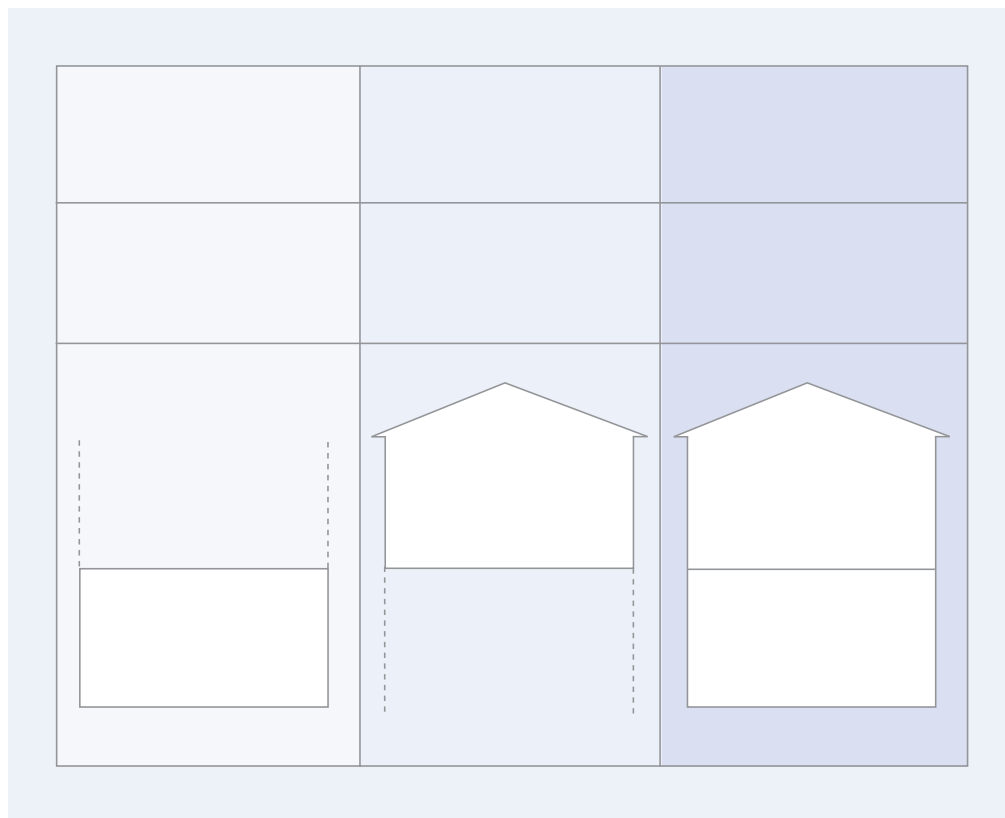
The Funnel Fusion Picture



Two Motivators



Three Kinds of Churches





Four Eras of Church Growth (1940 – 2020)

From *Future Church* by Will Mancini and Cory Hartman

	Wartime Revival (1940-1960)	Golden Era of Denominationalism (1960-1980)	New Permission Era (1980-2000)	Missional Reorientation (2000-2020)	Future Church (2020-2040)
Church Identity	Teaching center with promotion of national ideals as a community institution	Teaching center with doctrinal legitimacy and membership in a familiar faith family	Teaching center with applicable truth and ministry involvement at church	Teaching center with mindset shift to be the church not just go to church	Training center where disciple-making is expected of everyone
Ministry Philosophy	More is more	More is more	Less is more	Out is more	To be is more
Attraction Driver	Prominent option	Heritage option	Relevant option	Community option	Training option
Rally Cry	We are the best church in town	We are the best church in the tribe	We are the best church for the times	We are the best church for the city	We are the best church for your calling
Evangelism Paradigm	Disciple as audience	Disciple as representative	Disciple as inviter	Disciple as missionary	Disciple as reproducer
Worship Promise	Provide unity	Provide liturgy	Provide relevance	Provide encounter	Provide integration
Connection Vehicle	Fraternal organization	Sunday school	Small group	Missional community	Microgroup
Retention Method	Community service	Full service	Customer service	City service	Vocational service
Maturity Model	Christian citizen	Program activity	Assimilation funnel	Living sent	Multiplying practice

4 Eras Archeological Dig

ERA	ASSESSMENT		% OF WHOLE
	Current Contribution	Disciple-Making Challenge	
Missional Reorientation (2000-2020)			
New Permission Era (1980-2000)			
Golden Era of Denominationalism (1960-1980)			
Wartime Revival (1940-1960)			

Problem Statement Worksheet

To fulfill the mission of Jesus we must become or do more of

1 _____ ,

2 _____ &

3 _____ .

as we become or do less of

1 _____ ,

2 _____ &

3 _____ .

Action Items

The Crowd Cloud image helps us **become a hero-maker.**



Reflect

Receive



The Seven Laws of Real Church Growth

From *Future Church* by Will Mancini and Cory Hartman

1. **Law of Mission:** Real church growth starts with a culture of _____, not _____.
2. **Law of Power:** Real church growth is powered by the _____, not _____.
3. **Law of Love:** Real church growth is validated by _____, not _____.
4. **Law of Context:** Real church growth is _____, not _____.
5. **Law of Development:** Real church growth is about _____, not _____.
6. **Law of Leadership:** Real church growth is led by _____, not _____.
7. **Law of Vision:** Real church growth is energized by _____, not _____.



The Seven Laws Flash Assessment

	WEAK	STRONG
1. Law of Mission:	0 5 10	10
2. Law of Power:	0 5 10	10
3. Law of Love:	0 5 10	10
4. Law of Context:	0 5 10	10
5. Law of Development:	0 5 10	10
6. Law of Leadership:	0 5 10	10
7. Law of Vision:	0 5 10	10

7 Laws: Early Win Opportunities

Based on your *7 Laws Flash Assessment*, identify three actionable easy and early wins.

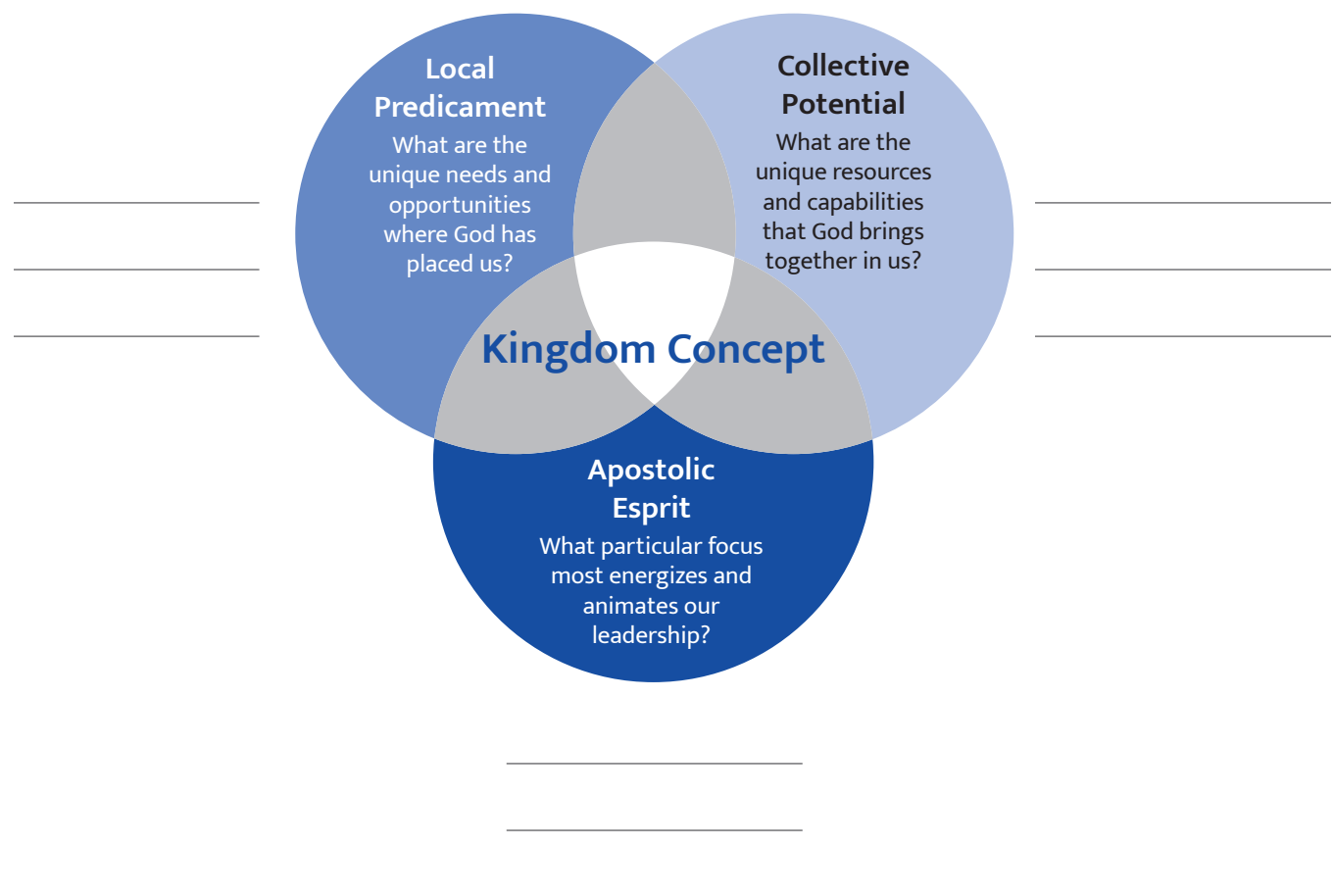
Opportunity #1

Opportunity#2

Opportunity #3

The Kingdom Concept

From *Church Unique* by Will Mancini



The Kingdom Concept Summary

We exist to glorify God and make disciples by...

Signature Scripture

Big Sentence

Empowering a _____,

& _____ congregation
in a _____,

& _____ community
with a deep passion for _____,

& _____.

Two Words

_____ing_____

Local Predicament

Collective Potential

Apostolic Esprit

Words and Worlds

Reflect

Receive

Vision Frame Overview

Words create worlds. What are you saying?

Frame Component	Icon	Leadership Clarity Question	a.k.a.
Mission		What do we do?	<i>Missional Directive</i>
Values		Why do we do it?	<i>Ministry Distinctives</i>
Strategy		How do we do it?	<i>Disciple-making Pathway</i>
Measures		When are we successful?	<i>Dream Disciple</i>
Vision Proper		Where is God taking us?	<i>Horizon Storyline</i>

Getting a vision is not that hard. What is hard is leading with a shared disciple-making vision.

—Dave Rhodes

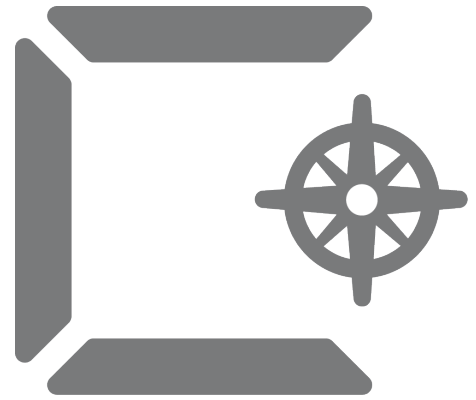
Mission Defined

A Mission Statement...

....describes what a church ultimately is suppose to be _____.

....answers the question “ _____ ” —the question before all other questions.

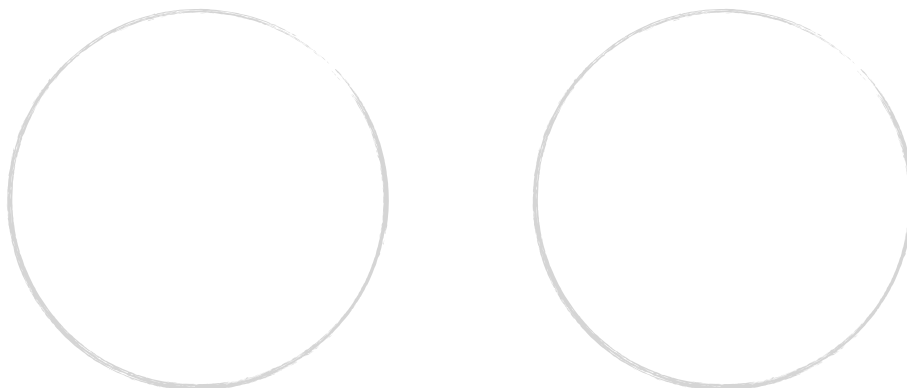
....provides leaders with a _____ in their hand, a north-star, a golden thread that weaves through every activity of the church.



Common Mission Problems

- Too _____ (20 words ore more)
- Too _____ (all things to all people)
- Too _____ (focuses on theological content and accuracy)

Warning: Avoid Satan's Loophole



3 Mission Articulation Filters

Does the Mission “make heroes?”

1. M _____
Does it stir?

Clear: Jr. High Rule

Is it good news ...

Contextual: Bouquet Rule

_____?

2. M _____
Does it stick?

Concise: One-breath Rule

Is it good news ...

Compelling: Resonance Rule

_____?

3. M _____
Does it serve?

Catalytic: Actionability Rule

Is it good news ...

Counter-Positioning: Paradigm Rule

_____?

1.

2.

3.

4.

A

Tommy

B

.....

Mission Statement Final

SCORE (1-5)

Is it *meaningful*?

☐

• Clear: The Jr. High rule

☐

• Contextual: Bouquet rule

Is it *memorable*?

☐

• Concise: One-breadth rule

☐

• Compelling: Resonance rule

Is it *mobilizing*?

☐

• Catalytic: Actionability rule

☐

• Counter-Positioning: Paradigm rule

Average: ____/5

Mission Examples

Mt. Bethel Church

Trading the pursuit of more for a life that is worth pursuing.

River City Church

Together, renewing weary lives through a life-giving relationship with Jesus.

Fellowship Church

Calling each other to live out our God-given calling in Christ every day.

Peach Tree Church

Joining Christ daily in the restoration of all things.

Elizabeth Baptist

Inciting one another to multiply the breakthrough love of God.

City Hope

Walking together as we pursue the way of Jesus.

Strafford Crossings

We are creating a community that chooses to give our best each day to trust and follow Jesus.

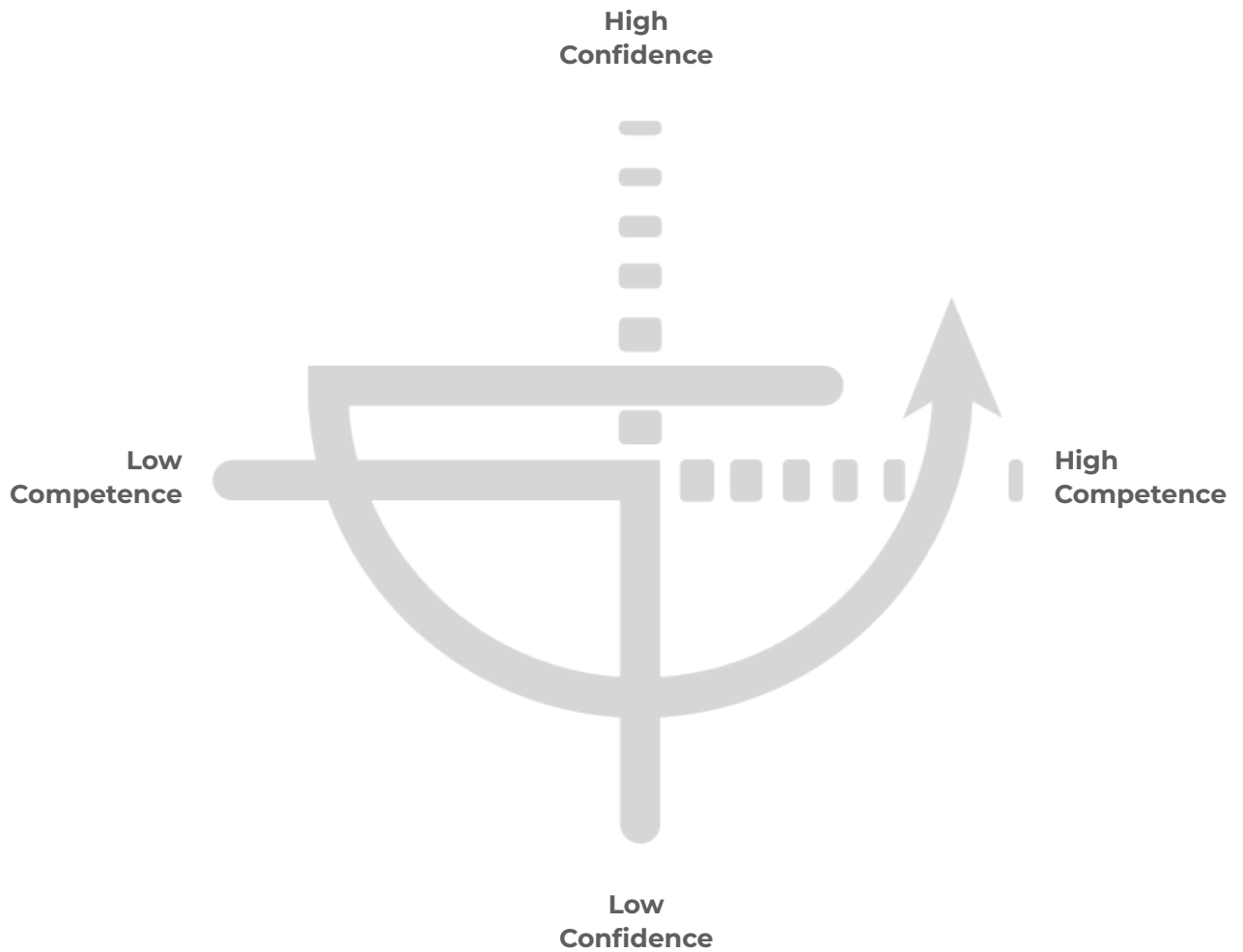
Sagemont Church

We are living proof to of a loving God to a watching world.

Oak Hills Church

We live in Christ to bring God's story to life.

The Disciple's Journey helps us build a training center.



The Dip —A Personal Case Study

1.

When was a time you were trying to learn something new?

4.

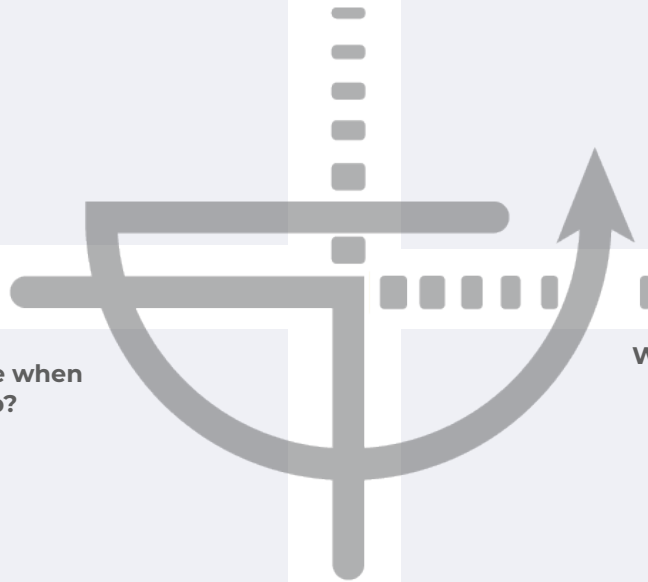
What are you thankful for now
—on this side of the Dip?

2.

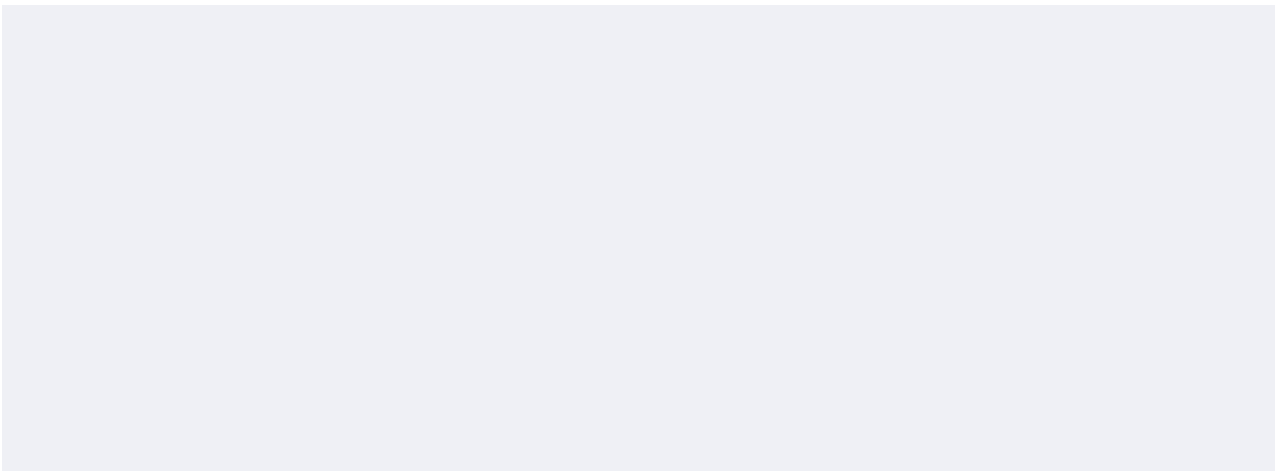
What did it feel like when you were in the Dip?

3.

What did you do to move through the Dip?

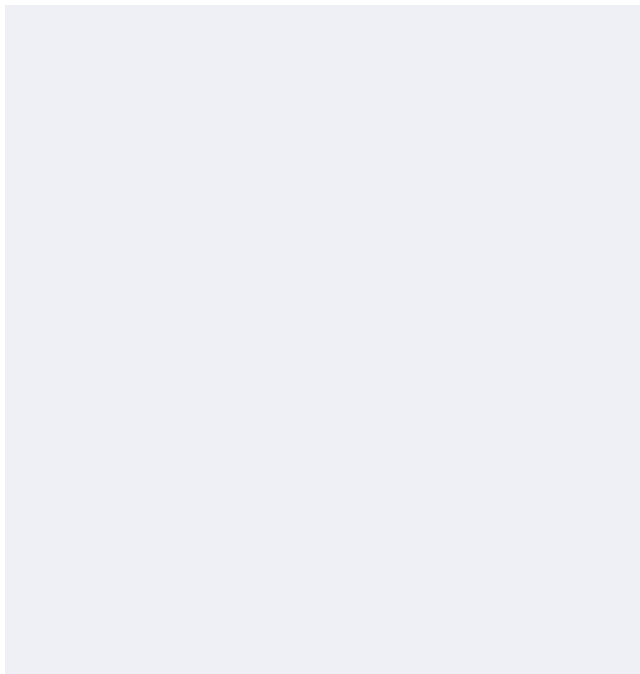


Reflections

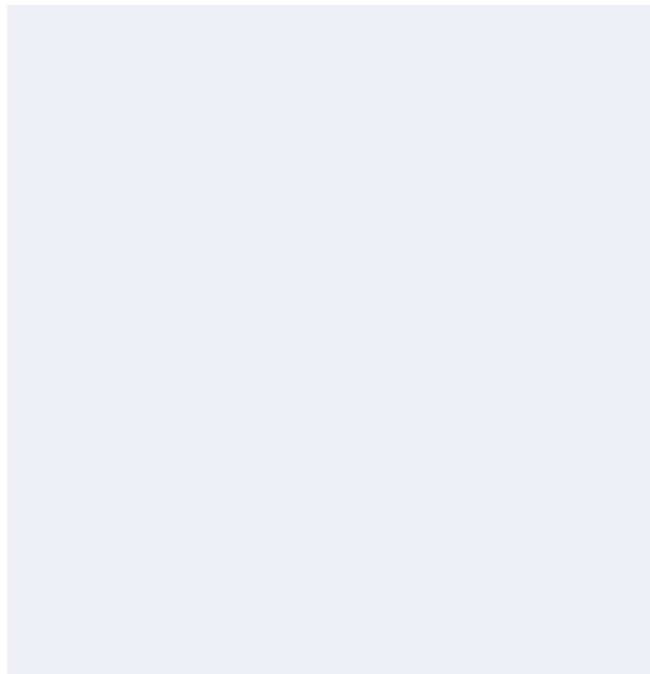


Ingredients of a Disciple-making Culture

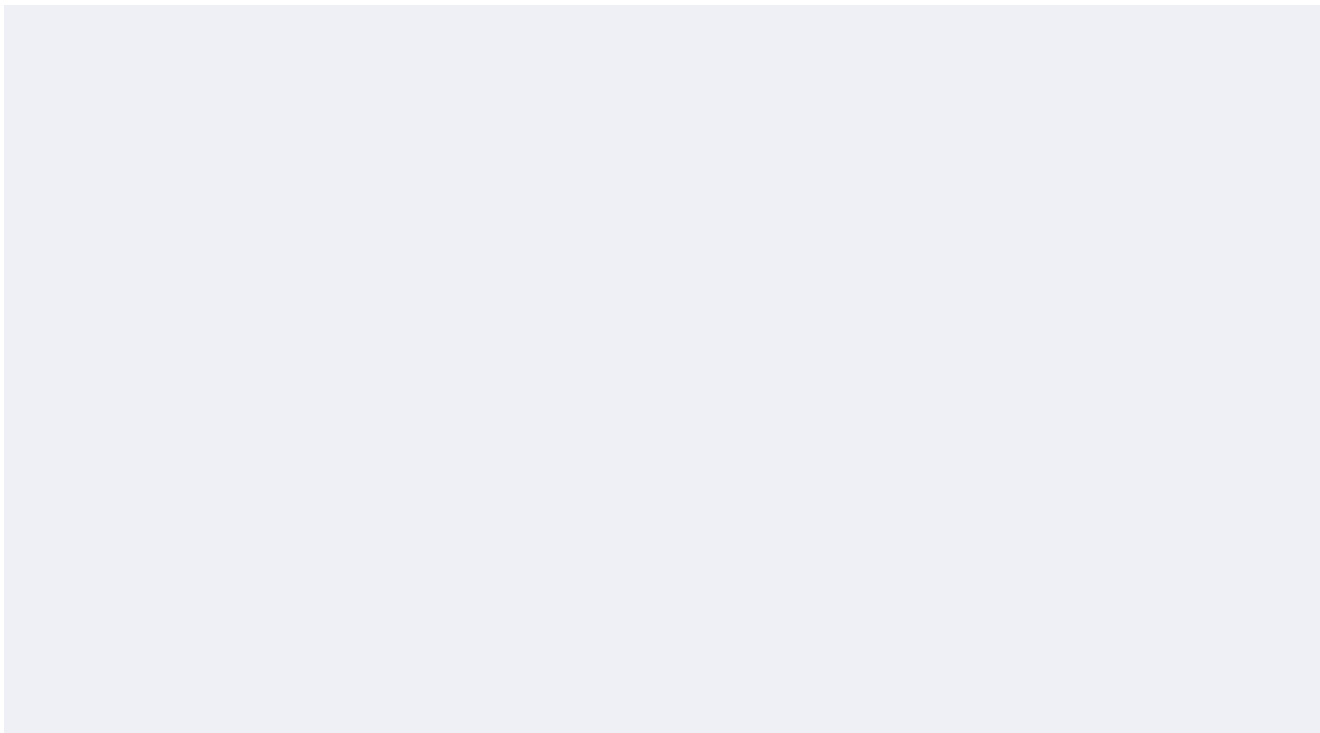
The Atmosphere



The Process



The Methodology



Red Letters Challenge

Identify the character and competency traits of Jesus & the first disciples.

The Gospel of Mark (Jesus)

The Gospel of John (Jesus)

Acts (First Disciples)

Top 5 Character Traits

- 1.
- 2.
- 3.
- 4.
- 5.

Top 5 Competency Traits

- 1.
- 2.
- 3.
- 4.
- 5.

Top 10 Saints

Identify 10 individuals or couples, whether present or past, who exemplify the kind of disciples you would love to have 1000 more of.

Name(s)	Character or Competency Traits
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Synthesize the shared attributes into a single Top 5 character/competency traits.

Character Traits List

- 1.
- 2.
- 3.
- 4.
- 5.

Competency Traits List

- 1.
- 2.
- 3.
- 4.
- 5.

Coffee Shop Questions

Identify four questions you could ask someone—who calls your church home—in order to identify the degree to which they are growing in and embodying the mission.

Good questions are:

- **Orienting:** They help an individual assess where they are in relation to the mission and/or a potential next step.
- **Dynamic:** They can be used in a variety of contexts regardless of where a person may be at in their spiritual journey.
- **Catalytic:** They assist in fostering a balance of invitation and challenge in the context of loving relationships.

MISSION STATEMENT

Sub-Group Draft

Question 1

Question 2

Question 3

Question 4

Future Team's Final

Question 1

Question 2

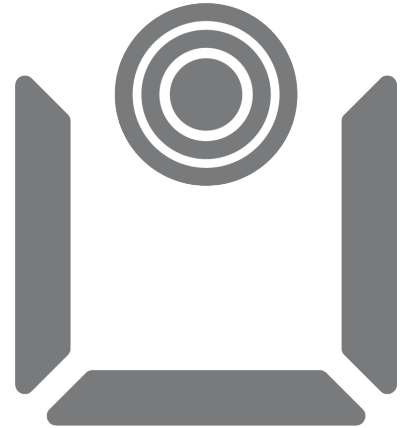
Question 3

Question 4

Mission Measures Defined

What are Mission Measures?

- Mission measures answer the question:
“ _____ ” are we successful?
- Mission Measures help us know when we’re _____ at accomplishing the mission.
- Mission Measures clarify what it means to hit the _____.
- Mission Measures help us define our _____
—the kind of disciples that we are intentionally seeking to develop and which our local context desperately needs more of.
- Mission Measures help to inform the development of our _____
_____ and the intentionality of our _____.



When you don't have Mission Measures....

- You measure what is _____, but not what is _____.
- You develop a _____, but don't know what _____ looks like.
- You call people to _____ something, not _____ something.

Mission Measures—DRAFT

Character & Competency Sweet Spot

Synthesize your list of character and competency traits of Jesus, the first disciples and your Top 10 Saints into a single sweet spot list.

Character List (Final)

- 1.
- 2.
- 3.
- 4.
- 5.

Competency List (Final)

- 1.
- 2.
- 3.
- 4.
- 5.

Mission Measures Brainstorm (a.k.a. Our Dream Disciple)

Using the combined list above, identify four roles you dream the disciples your church is developing will embody as they live out the mission in the everyday places of life.

Mission Measures—FINAL

Our Dream Disciple

Your Mission Measures codify four roles the dream disciples in your church will embody in the places where they live, work and play. Each role should include a one sentence description that defines what it means to fully live into the role and two diagnostic questions.

Role 1: _____

1-Sentence Description: _____

Question 1: _____

Question 2: _____

Role 2: _____

1-Sentence Description: _____

Question 1: _____

Question 2: _____

Role 3: _____

1-Sentence Description: _____

Question 1: _____

Question 2: _____

Role 4: _____

1-Sentence Description: _____

Question 1: _____

Question 2: _____

Mission Measures Examples

Role Examples

Stafford Crossings

- Renovator
- Ally
- Guide
- Investor

Long Hollow

- Spirit-Led Follower
- Intentional Friend
- Humble Guide
- Force for Good

Elizabeth Baptist

- Artist
- Agriculturalist
- Advocate
- Activist
- Apprentice

Parkview Bible

Are you in...

- the Word
- the Family
- the Trenches
- the Field

Description & Diagnostic Questions Examples

Long Hollow Church

Humble Guide: I am regularly looking to invest in others to help them take their next step in following Jesus.

- Who am I helping take one step closer to following Jesus
- Who am I discipling?

Force For Good: I am making a unique kingdom impact by living out my God-given calling in my everyday life.

- How are you living out your God-given calling?
- How are you leaving a legacy that matters?

Elizabeth Baptist Church

Artist: One who gets their identity and inspiration from God as they create with God

- What scripture is inspiring or disturbing my life today?
- What picture of God's love is my life reflecting right now?

Advocate: One who speaks up for others and sacrifices on their behalf

- How am I using my voice for the voiceless?
- How am I lifting others as I climb?

Salem Church

Responsive Follower: One who is learning to increasingly trust Jesus in all of life. (Jn 17:20-26)

- What is God saying to me—through His Word, His Spirit and/or His People?
- What am I doing about it?

Reproducing Catalyst: One who empowers others to make multi-generational impact.

- Who am I investing in that is investing in others?
- To reach their potential, what do they need from me most next?

The Kingdom Platform helps us
empower each one.

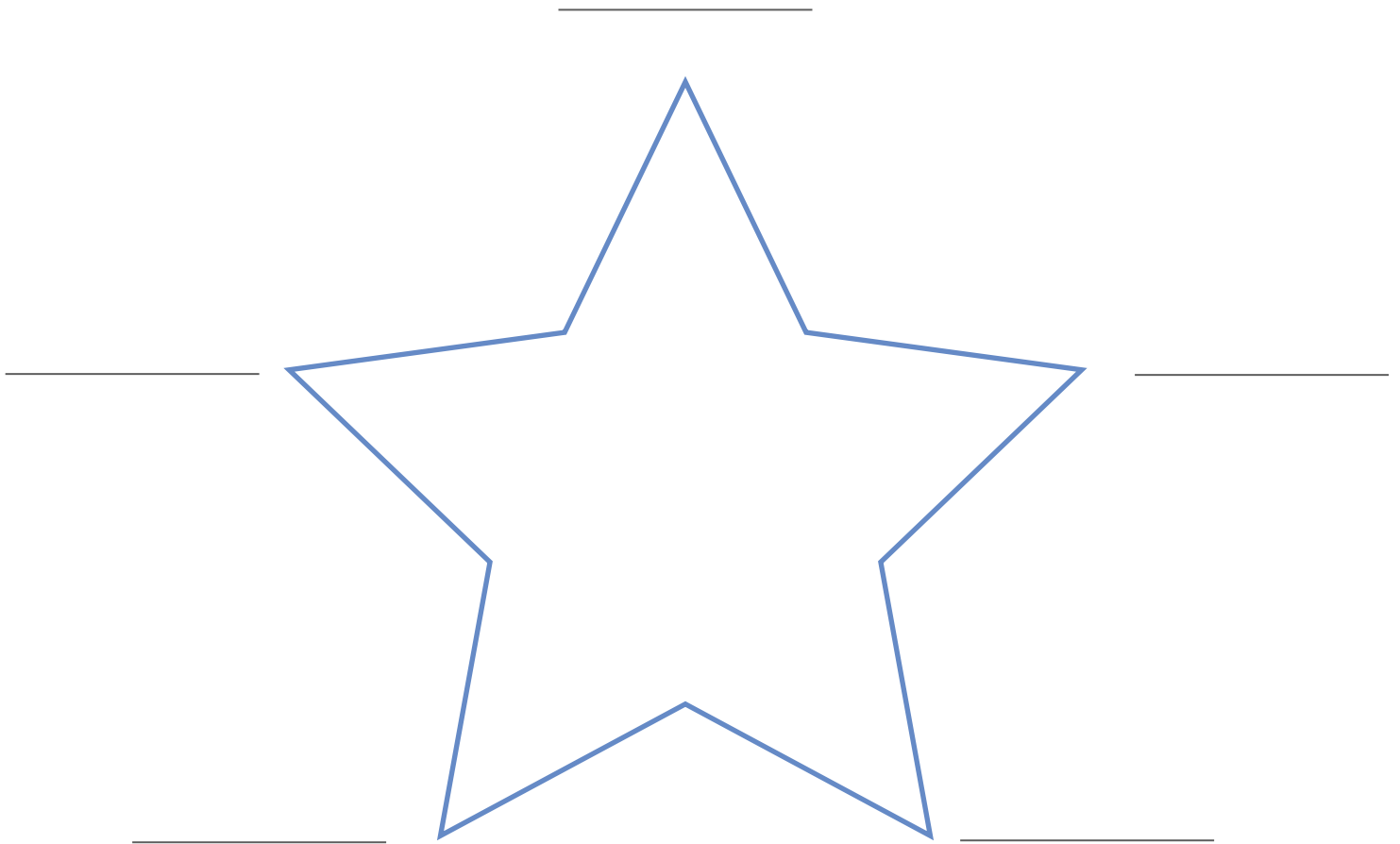


Reflect

Receive

Leadership Star Overview

Five Keys to becoming a leader that is easy to follow.



Leadership Star: Vision



Luke 5:1-11

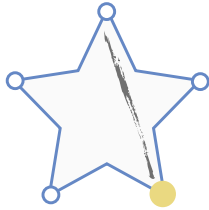
Hemmingway

Jesus

Me

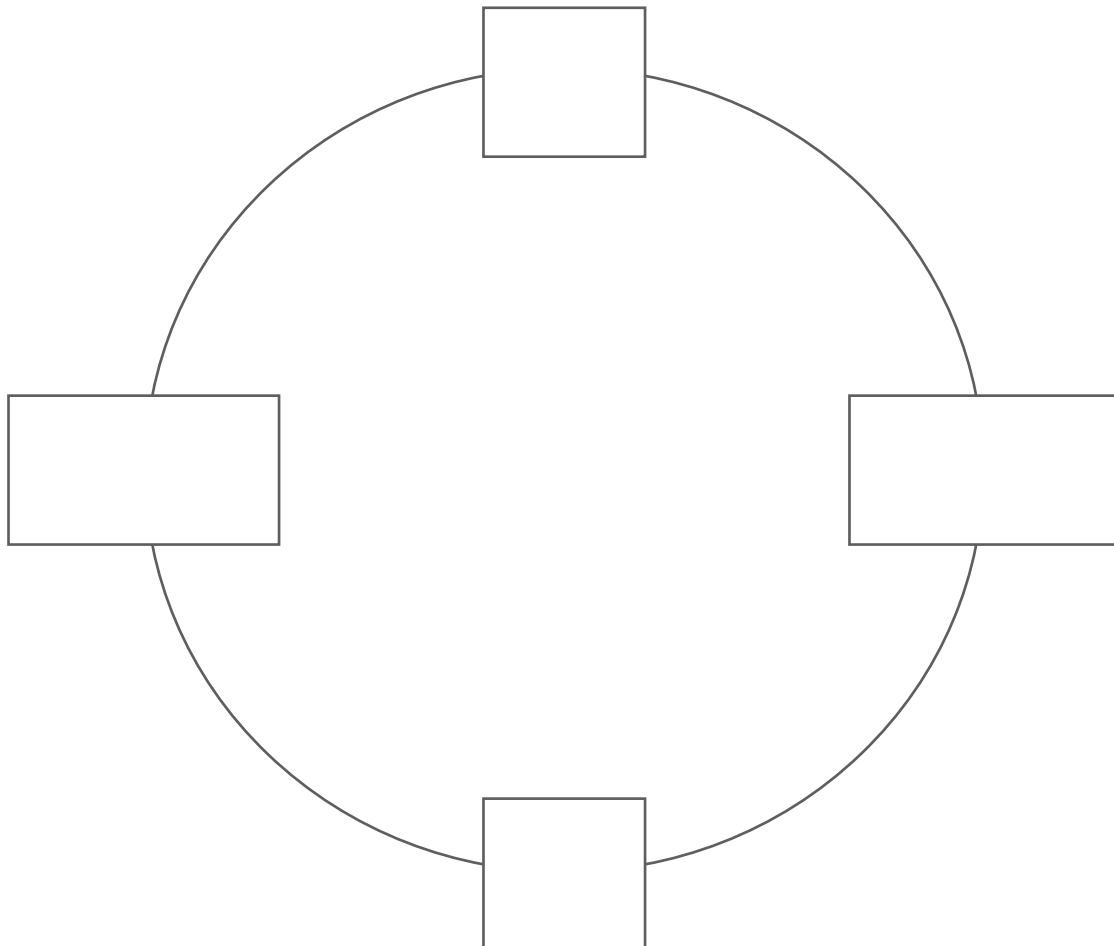
Leadership Star: Voice

Person of Peace Tool first used with Cadre Missionaries

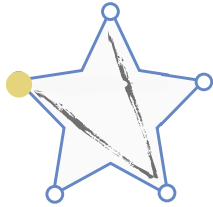


Voice

Luke 10 / Matthew 10



Leadership Star: Vocabulary



Vocabulary

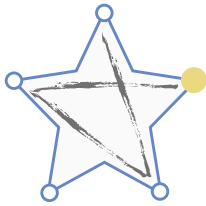
Jesus' Parables

P_____ → M_____ → W_____

Personal Experiences	Church	Scripture

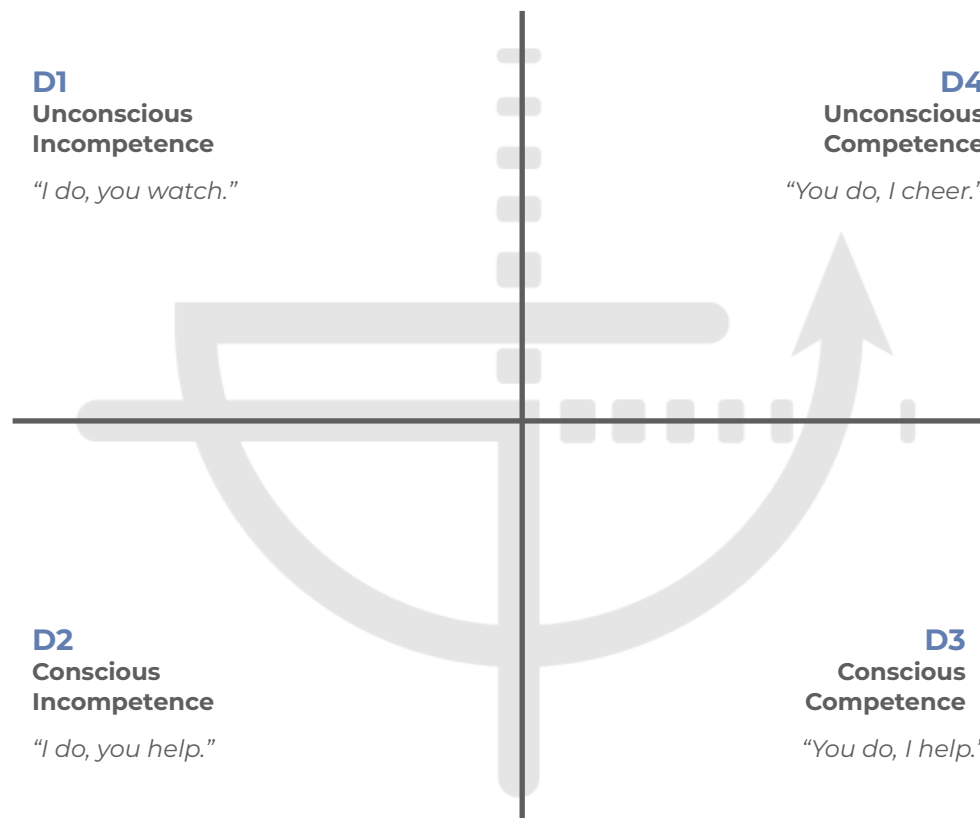
Identify the 5-7 skills that those you're leading will need to be developed in:

Leadership Star: Voyage



Voyage

Luke 8, 9, 20:21



BRIEF SUMMARY

Briefly describe what the journey will be like including rhythms, time, duration and who else will be alongside.

Leadership Star: Vehicle

Adapted from Joseph Myers, Search to Belong



Vehicle

Jesus' engagement with the 3, 12, 72, and 120

SOCIAL SPACE	SIZE	BEST DELIVERS
	100+	<ul style="list-style-type: none"> • Inspiration • Proclamation • Momentum
	20-70	<ul style="list-style-type: none"> • Oikos/ Family • Mission • Practice
	7-12	<ul style="list-style-type: none"> • Closeness • Support • Challenge
	1-3	<ul style="list-style-type: none"> • Transparency • Intimacy • Accountability



In-Person



Virtual



Hybrid

Identify the size and types of environments you'll utilize to train and coach:

Leadership Star: Pulling it Together

Vision: What is the value or good news that you bring?

Voice: Who are the person's of peace that you're pulling close?

Vocabulary: What skills or way of life will be explored?

Voyage: What can people expect the journey to be like?

Vehicle: What will the environment and rhythms be like?

Top 3 Insights

Top 3 Action Steps

DISC: The Discipleship Intentionality Strategy Challenge

HOW TO PLAY:

NUMBER OF PLAYERS

The ideal group size is five people. If your team is larger than seven people, divide into groups of three to six and share your results all together at the end of the game.

OBJECT

This is a collaborative game. All players are working together to overcome one challenge: to create at least three alternative discipleship paths. Each path is a sequence of activities a disciple in your church engages in. Each path is a different way to organize for ministry, a different possible strategy.

RULES

Each discipleship path must abide by three rules.

RULE 1: THE PATH MUST USE ALL SIX DISCS.

The six discs are:

- A – Attend. A relatively large, public event where somebody speaks to the crowd from a platform—conventionally called a worship service.
- B – Connect. A smaller-sized group where people get to know each other fairly well. Conversation is important. Churches often have a learning component in these (for example, Bible study) but the relationships are the essential thing.
- C – Serve. Volunteering that people do under the church's banner, whether to make A or B run or to make children's or students' programs run or to reach out or do service in the community through the ministries of the church.
- X – Called. A process that helps a person discern their special calling—the specific, particular way God designed them to love him and love their neighbor. (Younique is an X process, for example.)
- Y – Trained. Any process other than X that trains people in the character and competencies of Jesus. After someone goes through it, they're able to do something they couldn't do before, and they're likely to do it given the opportunity. Y processes aren't common in churches, but you may have experienced one that trained you in how to understand the Bible, how to communicate with your spouse, how to share your testimony of coming to Christ, or how to manage your money.
- Z – Sent. This person is making disciples—directly helping others trust and follow Jesus, not just bringing them into a church event or program. Z can happen outside the church or inside, with people who haven't yet become disciples of Jesus and people who already have, and ideally with both.

RULE 2: THE SIX DISCS MUST BE ARRANGED IN NO MORE THAN THREE REGULAR STEPS.

A step represents an activity a disciple is engaged in. It's a regular step if they're expected to do that activity pretty much every week. In the game, a step is an area of your tabletop. So three sections of your table, from one end to the other, make three steps.

DISC Game Instructions Cont'd

RULE 3: Z MUST FOLLOW Y.

The step that Y is in must come before the step that Z is in.

TACTICS

By using a combination of tactics, you can fit six discs into three steps. Cards (AND and OR) group multiple discs into one step. Cards (DROP, OCCASIONAL, and ASYNC) sneak in an extra step by making a disc temporary or irregular.

Play an **AND card** between two discs. This combines two discs into a single regular step. Example:

B AND C represents getting a small group to serve in a ministry together or getting a ministry team to make regular time for relational connection.

Play an **OR card** between two discs. This makes two activities alternatives so that you expect people to do one or the other but not both. Example: A OR B means that you expect people to attend a worship service regularly or to participate in a small group regularly.

Play a **DROP card** on a disc. This makes an activity temporary—people do it for a while, but then they move on to something different. This tactic lets you squeeze in a fourth step, because it's not permanent. Example: X DROP means that someone goes through a process to discover their special calling, but when it's over, it's over. They go on to live out their calling, but they don't keep going to X meetings.

Play an **OCCASIONAL card** on a disc. This means that someone adds the activity to their schedule for a short period of time every once in a while. This tactic also lets you squeeze in a fourth step. Example: Y OCCASIONAL looks like asking people to do a disciple training process one weekend every six months or for a ten-week span once a year or something similar.

Play an **ASYNC card** on a disc. This represents some way of engaging someone in an activity asynchronously—in other words, it doesn't require them to be somewhere with other people at a regular time; they can fit it in on their own time. This especially applies to digital delivery of content. Example: Y ASYNC looks like using a digital delivery method to allow people to absorb training content. They practice new skills on their own and connect with a coach as needed.

TIP

To make at least three discipleship paths, imagine three kinds of people, and for each one design a path that they're likely to follow. Examples:

- an active participant in your church today
- a less active participant in your church
- someone who regularly participates in a certain ministry but rarely attends worship
- a spiritually curious person who doesn't do church at all
- someone 500 miles away who watches your worship service online

DISC Game Instructions Cont'd

APPLICATION

You win if you create at least three discipleship paths. But the bigger win is to use your results as the basis to land on a new strategy for your church. That means making choices.

On the one hand, having many paths provides a path suited to each person, but it garbles communication and diffuses energy, which makes it hard to develop a map rather than a mess. Using every strategy is the same as using no strategy.

On the other hand, having only one path is focused, but it privileges the kind of person who's inclined to that sequence of steps over the person who isn't. That's especially problematic when you're managing a transition from one generation to the next or from reaching church people to reaching unchurched people.

Consider solutions like these:

- Make a new, hybrid path out of two paths.
- Make a path with a flexible sequence of steps—for example, the participant could engage with the church first at step 2, then proceed to step 1.
- Designate one path as the official strategy, but entrust an alternative path to a “skunkworks” of a few leaders who pilot a new way to do church underground.
- Pick a single path, conscious that it's not going to reach everyone but that it will reach the ones God has assigned your church to reach.

DISC Game: Strategy Prototypes

Prototype #1

Prototype #2

Prototype #3

Standardized “Z” Vehicle

What is a “Z” Vehicle?

A “Z” vehicle is a relational, easily multiplied environment that empower everyday followers of Jesus to make disciples in the places where they live, work, study, and play.

What are the key components of a standardized “Z” vehicle?

- **Led or Recruited:** Because “Z” is not about starting something but rather being sent to someone, it can’t be joined. In cooperation with the Spirit, people can lead it or be recruited into it. *(Vision)*
- **Relationally Derived:** A true “Z” vehicle travels within existing relational spheres of influence. Relationships are a starting point not merely a by-product. *(Voice)*
- **Measures Integrated:** The roles of a disciple are either being “lived and experienced” or “lived and developed” utilizing simple, repeatable rhythms, tools and practices. *(Vocabulary)*
- **Easily Multiplied** - It results in new, deployed leaders (a.k.a. disciple-makers). *(Voyage)*
- **Right-Sized** - It utilizes the appropriate social space(s) in order to accomplish its ultimate purpose best. *(Vehicle)*

What are examples of standardized “Z” vehicles?

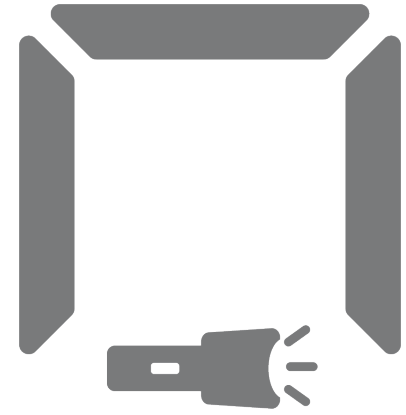
Less Evangelistic - “formation” focus	More Evangelistic - “reach” focus
<ul style="list-style-type: none"> • D-Groups - Replicate • DNA Groups - Saturate • LTC Groups - Neil Cole • Real Life Discipleship - Real Life Ministries • Huddles - Clarity House 	<ul style="list-style-type: none"> • Discovery Bible Study - Dandelion Project • True Story - Saturate • Discovering the Real Jesus - R.Pippert Ministries • Missional Community - Missional Made Simple

Our Standardized “Z” Vehicle will be:

Less Evangelistic - “formation” focus	More Evangelistic - “reach” focus

Strategy Defined

- Strategy answers the question: “_____ do we accomplish the mission?”
- Strategy is a picture of the process that shows how the church will accomplish the mission on the _____ level.
- A good strategy creates a _____ rather than a _____.
- Strategy integrates a _____, normalizing the development of learning-leaders.



The Difference between Strategy and Measures:

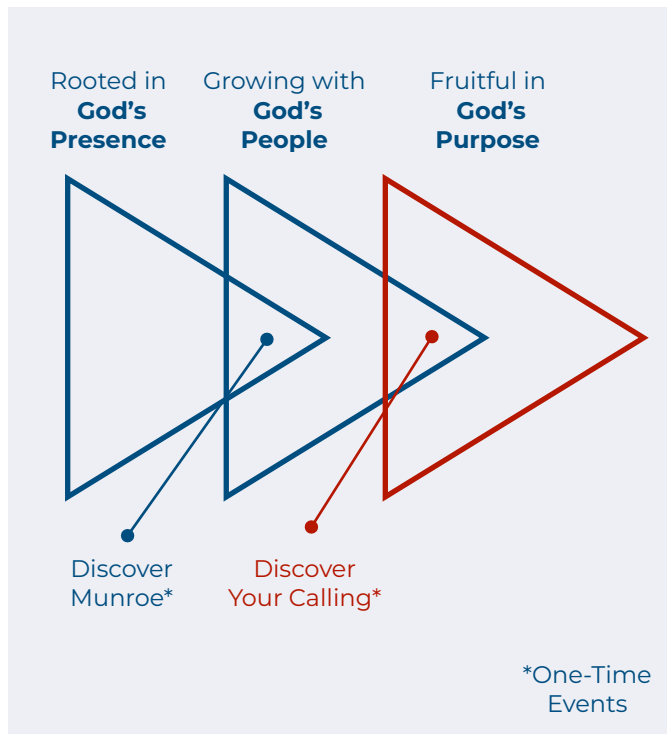
STRATEGY (a.k.a. Disciple-making Pathway)	MEASURES (a.k.a. Dream Disciple)
How do we accomplish the mission?	When are we accomplishing the mission?
Process for Growth	Picture of Growth
Where Joe / Joanna goes	Who Joe / Joanna become
Organizational Environments	Individual Traits
Inputs	Outputs

Strategy Map - Space to Draw

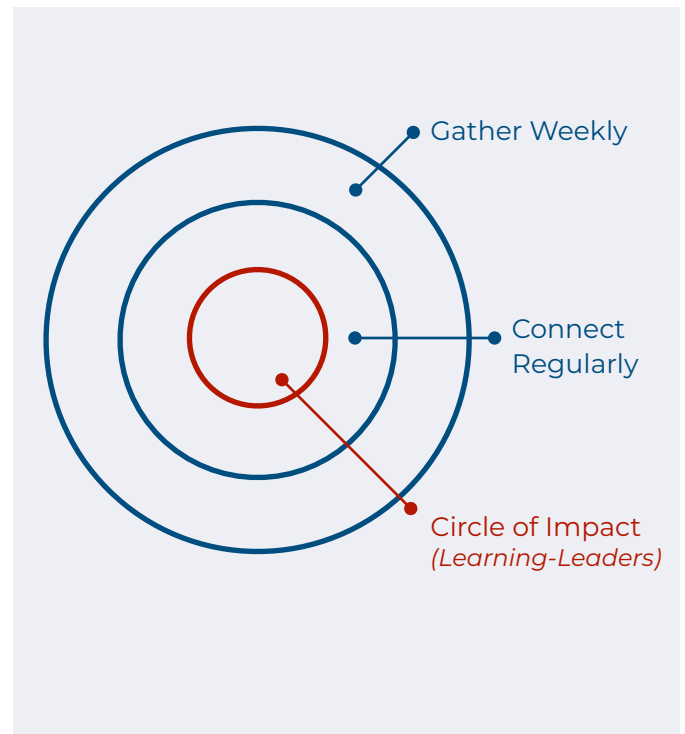
Strategy Map - Space to Draw

Strategy Map Examples

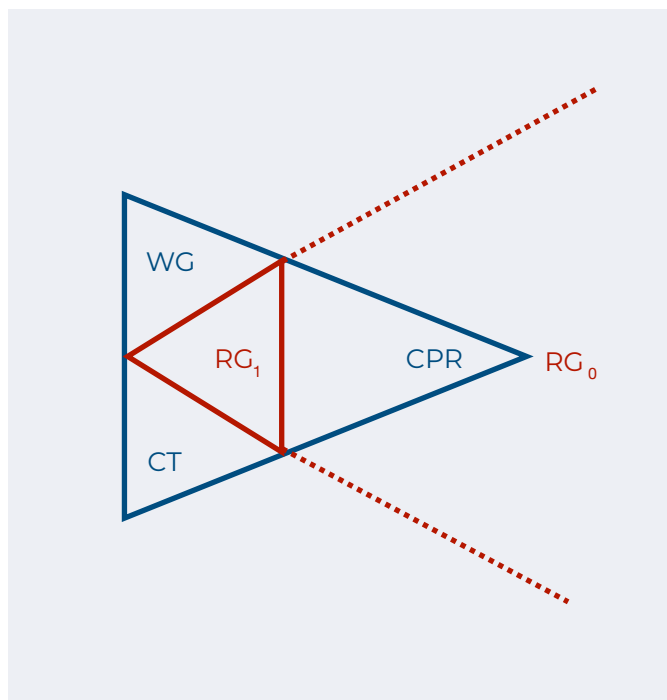
GRACE - MONROE CHURCH



LONG HOLLOW CHURCH



NEW BEGINNINGS CHURCH



STAFFORD CROSSINGS CHURCH



The Vision Frame helps us
create the future.



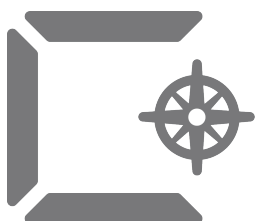
Reflect

Receive

VISION FRAME OVERVIEW

Vision Frame Created by Will Mancini

*Every leader
needs...a
compass in
their head.*

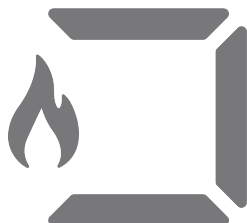


MISSION: Our Missional Directive

What do we do?

It is a clear, concise, and catalytic statement that describes what the congregation is ultimately supposed to be doing. The mission is your compass. It's your guiding north star. It's the holy orders of your congregation. It's the golden thread that weaves through every idea, conversation, and action, no matter how small. It is the contextualization of the Great Commission for your unique time and place.

*...a fire in
their belly.*



VALUES: Our Cultural Distinctives

Why do we do it?

They are the shared convictions that guide the actions and reveal the strengths of the church. They answer the *why* behind your collective behaviors, decision making, priorities and unique style. Values light a fire. They are the common heartbeat of the church. They reflect your collective soul, your corporate grace. Values are filters for decision making and springboards for daily action. Think of values not as what we do, but as what characterizes everything we do.

*...a flash light
in their hand.*



STRATEGY: Our Disciple-Making Pathway

How do we do it?

It is the process or picture that shows how the church will accomplish the mission on the broadest level. Strategy lights the way, helping Joe and Joana know where to go. It is your disciple-making pathway. It helps you do fewer things with better quality so your people can do less church activity and live more fully into the way of Jesus in the places where they live, work and play.

*...a target to
shoot at.*



MEASURES: Our Dream Disciple

When are we successful?

They are the picture of your dream disciple. They are the articulation of the attributes, traits or roles a disciple of Jesus in your context that reflects the accomplishment of the mission. The picture of your Dream Disciple helps you to measure true disciple-making success. They help staff, leaders and congregation know how to hit the bullseye. They describe the kind of disciples of Jesus our church is increasingly developing and which our context desperately needs more of.

*...a dream in
their heart.*



VISION PROPER: Our shared Future

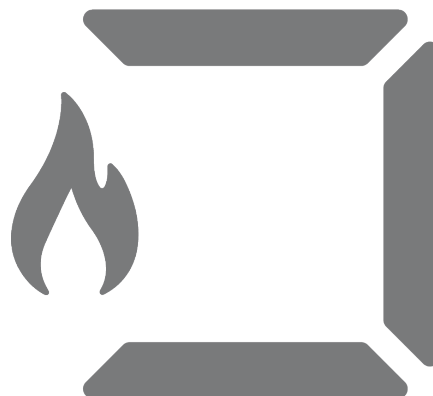
Where is God taking us?

Vision is about what we see. It's the missional future story that God is inviting us to join Him in. It's the living language that both illustrates and anticipates God's better future for our lives, our families and our community.

Values Defined

Articulating our Distinctives

- Values answer the question: “_____ do we do what we do?” —the “_____” of our decision-making, collective personality, shared behaviors, and unique culture.
- Values light a _____ that expose our common heartbeat and corporate grace.
- Values are the articulation of our _____ —the convictions that guide the actions and reveal the strengths of the church.
- Values are not what we do but they _____ everything that we do.



Keys to good value articulation:

- Less is more. (Keep it to 3-5 core values).
- Actual rather than aspirational.
- Avoid “permission to play” values. (i.e. integrity)
- Avoid summarizing your statement of faith or key doctrines.

Anatomy of Values

- **Name It!**
Use a one-word, two-word or short phrase to title your values.
- **Define It!**
Use a a single “*because statement*” or sentence to define the principle of the value.
- **Demonstrate it!**
Use “*demonstrated by*” statements to showcase the value as a behavior or practical action.
- **Support It!**
Use one or two scripture references to biblically support the value.

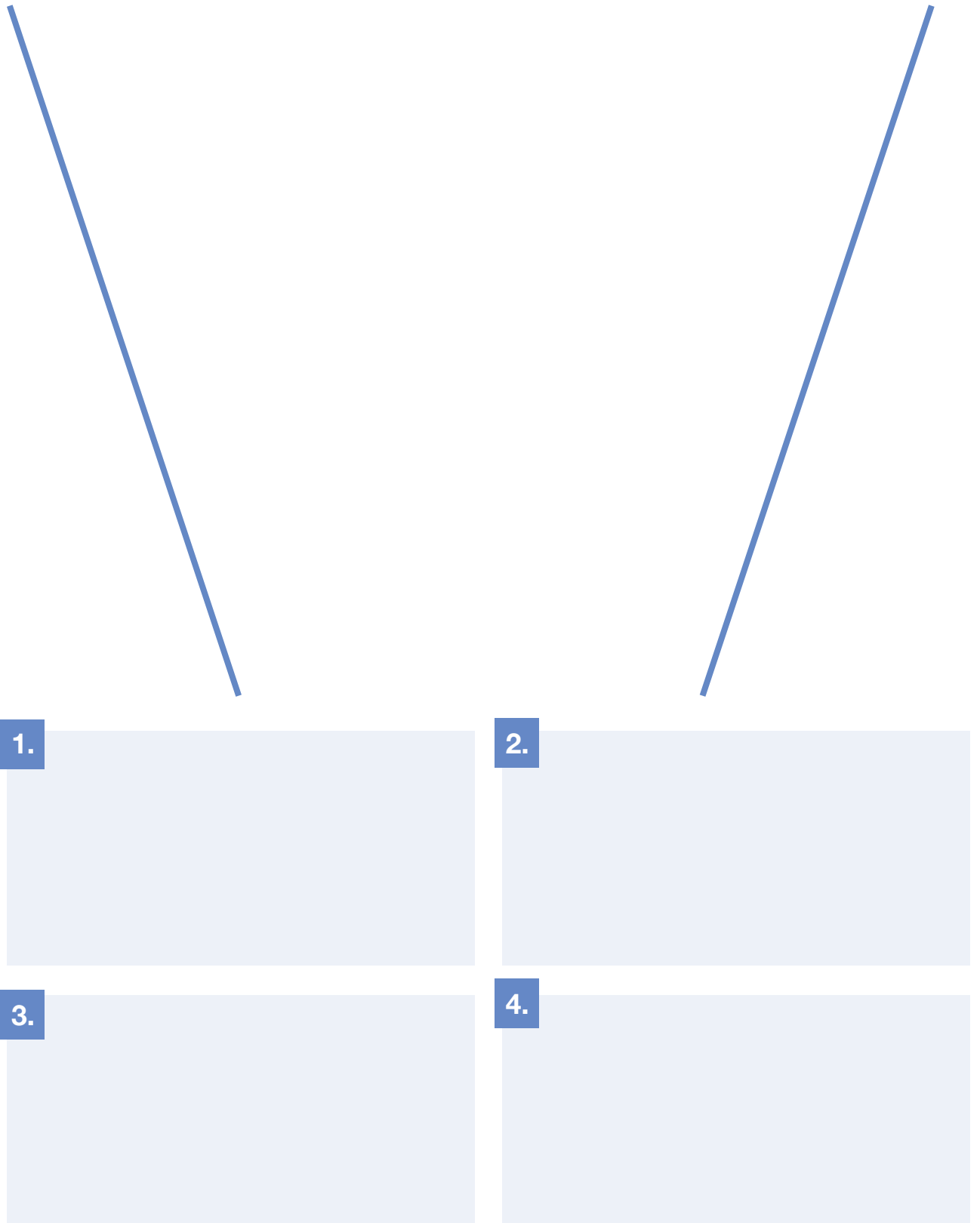
Values: Culture Offender / Opposites

Offender	One-Word Summary	Opposite (Antonym)
<i>[Example] People acting like something they are not</i>	<i>Fakeness</i>	<i>Authenticity</i>

Last Value Standing

Family	Mobilization	Prayer	Relationships	Relevance
Contribution	Bible	Honor	Commitment	Hospitality
Freshness	Teamwork	Good News	Outsiders	Beginnings
Hope	Stories	Development	Authenticity	Engagement
Everyday-life	Generosity	Mercy	Multiplication	Strength
Celebration	Marriage	Unity	Truth	Kingdom
Transformation	Sacrifice	Presence	Creativity	Uniqueness
Identity	Simplicity	Dignity	Partnerships	Fun
Leadership	Play	Excellence	Focus	Application
Scripture	Depth	Growth	Obedience	Boldness
Risk-taking	Diversity	Next-Gen	Gratitude	Love
Vulnerability	The Lost	Learning	Friendships	Neighborhoods
Connections	Nations	Action	Vocation	Presence
Action	Dependence	Tenacity	Sacrifice	Experimentation
Covenant	Reciprocity	The Journey	Empowerment	Freedom
Wholeness	Sending	Wonder	Bravery	Equity
Tenacity	Trust	Change	Perseverance	Immigrants
Readiness	Evangelism	Generations	Progress	Worship
Church Planting	Future	Innovation	Legacy	Special Calling
Humility	Tradition	Community	Holiness	Curiosity

Values Filter Funnel



Values Naming Examples

ONE-WORD FRAMEWORK

Neighborhood Church	Belleaire Baptist Church	Life Church
Authenticity	Truth	R elevance
Inclusion	Families	E quipping
Grace	Diversity	A cceptance
Transformation	Growth	L aughter
Restoration		

TWO-WORD FRAMEWORK

Elizabeth Baptist Church	Hill Country Bible Church	Peachtree Church
Personal Dignity	Learn Continually	Unexpected Togetherness
Bold Authenticity	Love Courageously	Gentle Reverence
Disciplined Curiosity	Live Intentionally	Disruptive Compassion
Missional Intentionality	Launch Joyfully	
Spontaneous Generosity		

SHORT PHASE FRAMEWORK

Long Hollow Church	Grace Church	New Beginnings
Imagine what could be over what is	Plumb the depths	God's word is foundational
Run to the hurting	Awaken the dream	Every person is distinctive
Keep it fun, keep it fresh	Press the edges	Every believer is called
Plan, but let God call the shots	Give it away	God's presence is essential
	Do it together	

Values Definition & “Demonstrated By” Examples

Definition Examples using *Because Statements*

Peachtree Church

- **Unexpected Togetherness** *because the gospel brings everyone to the table.*
- **Gentle Reverence** *because the Gospel requires both grace and truth.*
- **Disruptive Compassion** *because the Gospel changes us all for good.*

Hill Country Bible Church

- **Learn Continually** *because knowing God is our primary pursuit.*
- **Live Intentionally** *because Christ is our passion.*
- **Love Courageously** *because others are our priority.*
- **Launch Joyfully** *because mission is our privilege.*

Elizabeth Baptist Church

- **Personal Dignity** *because everyone has significance.*
- **Bold Authenticity** *because depth requires honesty.*
- **Disciplined Curiosity** *because learning precedes leading.*
- **Missional Intentionality** *because sharing depends community.*
- **Spontaneous Generosity** *because compassion requires action.*

Demonstrated By Statement Example

Hands-on Mission *because life change happens best in real life.*

demonstrated by...

- *Building experiential components of mission into every learning and educational environment, including small groups.*
- *Designing training that calls individuals to practice and evaluate what they are learning where they live, work and play—not just in church programming context.*
- *Hitting the streets weekly as a staff to engage with individuals, business owners, church leaders, and non-profit leaders in prayer and conversation.*
- *Evaluating mission trip opportunities based on the level of direct engagement with indigenous culture and decreasing missions involvement that is based on “check-cutting” only.*

Values Final: Our Distinctives

VALUE 1:

Title & Definition / "because statement"

Demonstrated by: _____

Demonstrated by: _____

Demonstrated by: _____

Scriptural Support

VALUE 2:

Title & Definition / "because statement"

Demonstrated by: _____

Demonstrated by: _____

Demonstrated by: _____

Scriptural Support

VALUE 3:

Title & Definition / "because statement"

Demonstrated by: _____

Demonstrated by: _____

Demonstrated by: _____

Scriptural Support

VALUE 4:

Title & Definition / "because statement"

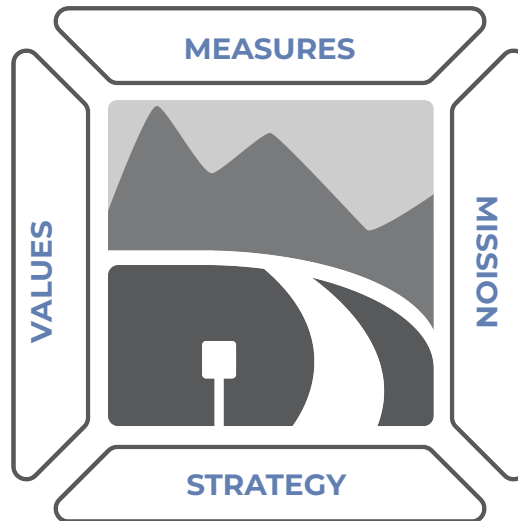
Demonstrated by: _____

Demonstrated by: _____

Demonstrated by: _____

Scriptural Support

Vision Frame One-Page Summary



Vision Proper helps us answer the question

Where is God taking us?



Reflect

Receive

Mission and Vision Differentiated

<i>MISSION</i>	<i>VISION</i>
Compass	Travel Brochure
Define what we do	Describes where we're going
Doing	Seeing
State in One Breath	State of Breathlessness
Directs Energy	Creates Energy
Integrates Activity	Encourages Risk Taking
Biblical Example: Exodus 3	Biblical Example: Deuteronomy 8:7-10

High Points & Hard Times

Top 10 Hard Times

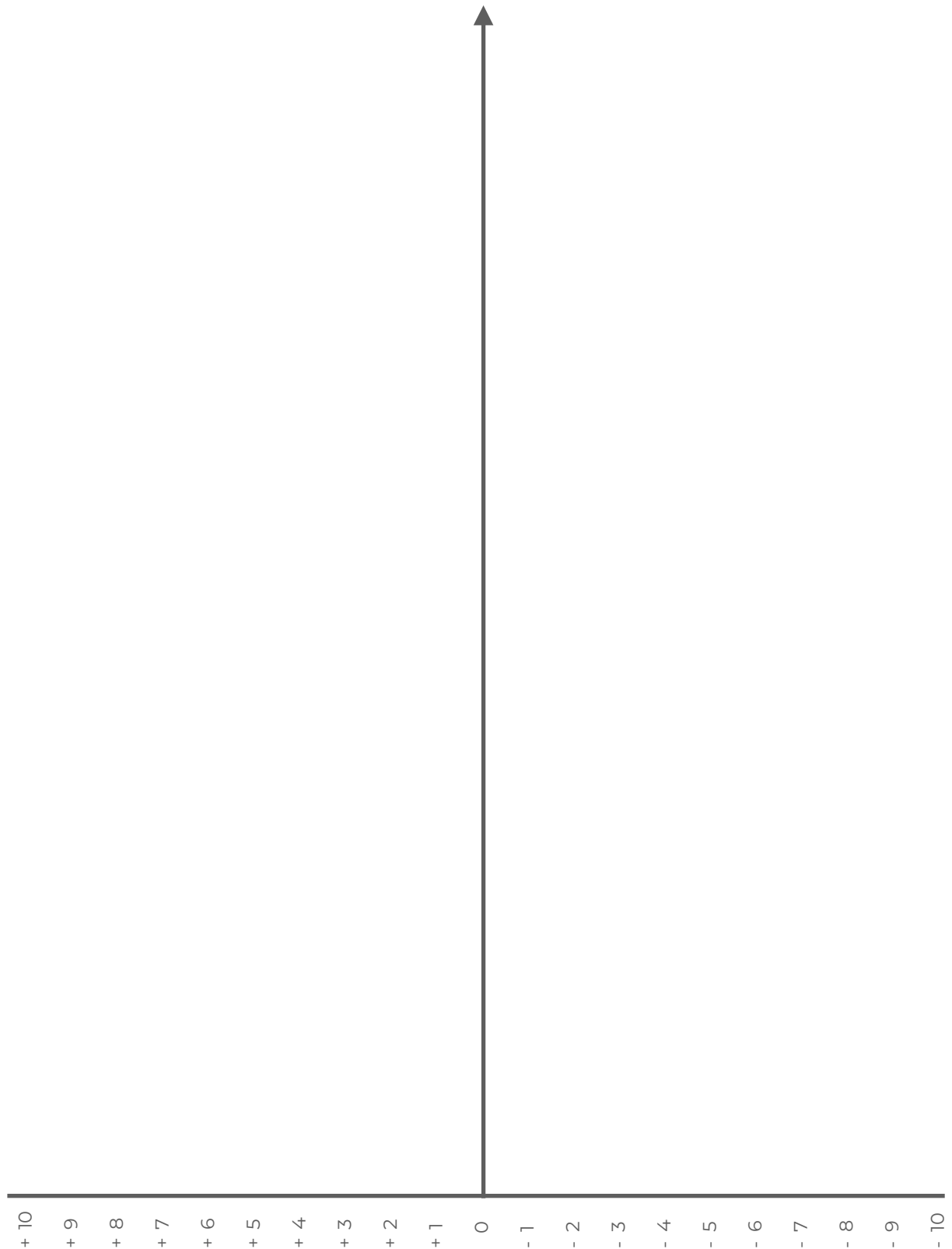
-1 to -10	Event & Year

Top 10 High Points

+1 to +10	Event & Year

Top 10 High Points/ Hard Times

Church Life Map



Six Common Vision Planning Problems

1.

2.

3.

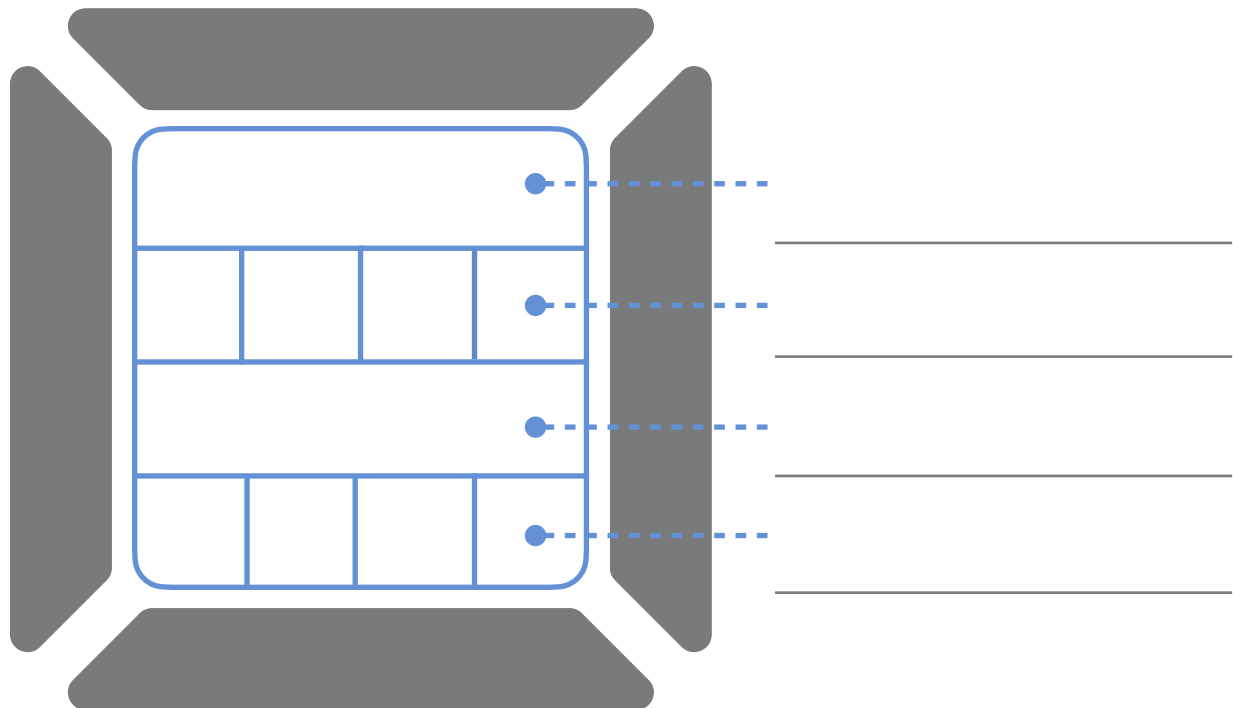
4.

5.

6.

Horizon Storyline Overview

From God Dreams by Will Mancini and Warren Bird



*The Horizon Storyline provides
the right amount of _____ content in the
right amount of _____ in the future
for the whole the _____ team.*

Horizon Storyline Definitions

Beyond-the-Horizon Vision (5–20 years) - Our Shared Dream

The beyond-the-horizon vision is a vivid picture of a church's future five to twenty years away depending on the life stage and context of the church. It is an aspirational sense of destination and clarifies the church's ultimate contribution for the given time frame. It should build from a singular idea that can be stated as both a sentence and a vivid description narrative. It is primarily qualitative and will have a compelling character that feels almost unbelievable to the listener. The primary benefits include:

- *Shapes the shared destiny of the whole congregation.*
- *Creates deeper meaning for individuals.*
- *Cultivates heroic sacrifice among people.*
- *Guides the development of long-term strategy (background).*

Background Vision (3-years) - Our Strategic Initiatives

The background vision contains four ideas, primarily qualitative, that clarify the four most strategic emphases in the next three years in order to fulfill the beyond-the-horizon vision. Each emphasis can be stated in one or two sentences. The background vision is not designed to inspire, but to clarify. As such, the background vision:

- *Creates a broad-level road map to approach the future.*
- *Directs long-term allocation of church resources.*
- *Limits blind spots that would inhibit progress.*
- *Provides context for short-range goal setting (mid-ground).*

Midground Vision (1-year) - Our Milestone Goal

The midground vision is a single emphasis stated as both a qualitative and quantitative goal in the next year. That means the midground or one-year vision should be both an inspiring picture and a measurable number. They accompany each other. Like the beyond-the-horizon vision, the mid-ground vision is designed to inspire people and stretch their thinking of what might be possible. It can be stated in one sentence and adapted regularly for communication every day.

The mid-ground vision:

- *Generates excitement for what God is doing in the next year.*
- *Focuses the attention, prayers, and resources of the church in a dramatic way.*
- *Reveals progress for celebration (or recalibration).*
- *Highlights one shared priority for all ministry areas.*
- *Cuts through the complexity of life and ministry in with one focus.*

Foreground Vision (90-days) - Our Action Initiatives

The foreground vision contains up to four specific initiatives that must be started within ninety days, as needed. The foreground initiatives are typically led by cross-functional staff teams or may be carried by individual ministry departments. Most initiatives support the midground vision directly or indirectly. Think of these as the four most important next steps in order to complete the single, midground vision. The foreground vision:

- *Clarifies weekly action steps and daily priorities for leaders.*
- *Sequences short-term projects, tasks, and goals.*
- *Activates the unique gifts and abilities within the body.*
- *Provides regular, positive accountability for individuals and teams.*

The Beyond the Horizon Vision - 3 Parts

1. A Vivid Description:

The vision description provides living language that paints a picture of a better tomorrow. Think of it as a charging bank that leaders can come back to reenergize the shared picture of the future.

As living language, it is never static because vision is always evolving. As you reach certain mountains in front of you today you'll gain a new perspective about the better future ahead of you tomorrow. Think of this charting station as connecting you to a cloud in the sky full of phrases, ideas, metaphors, and stories that stores vision vocabulary. This paragraph is not meant simply to be read but a place that your growing cadre of visionaries can come back to in order to communicate the picture of the future.

“

A vision should never be designed to be merely read. What would have happened to Martin Luther King Jr.'s *'I Have a Dream'* speech if he made it a PowerPoint presentation or decided just to send out flyers? People do not follow your compelling page dumps; they follow you! Vision transfers through people not paper.

—Will Mancini & Warren Bird, *God Dreams*

”

2. A Summary Sentence:

The summary statement is a single sentence that articulates the timeframe, scope and focus of the vision. Don't think of this as a vision statement, but as a single sentence that is understood best in the context of the living language of your shared vision.

3. A Tag Line:

A vision tagline is a punchy, memorable handle that is used to stir emotion. It summarizes your vision briefly in 1-6 words and used a short handle. It's a campaign slogan. By itself, it merely sounds like a bumper sticker but when supported with a vivid description of the future; it becomes a mantra pulling you into your better tomorrow.

Tag lines are best created only once you have landed with clarity of where specifically God is calling you. Paint the picture of the future first and then determine how to distill it to a marketing slogan.

Examples of Vision Taglines:

- Elizabeth Baptist Church: *Raising Leaders who Raise the Bar*
- City Hope Church: *Extend the Tent*
- Faith Baptist Church: *Lift Your Eyes*
- Calvary Church: *150x: Generation to Generations*

Discerning Beyond the Horizon: Begin with Prayer

Vision is not about pushing your way into the future but rather being pulled by the Spirit of God into where He is wanting to take you. This means that prayer is not an afterthought but must be the starting ground to answer the question: ***Where is God taking us?***

Over the next 30+ days, take concentrated time individually (and in triplets) and collectively to seek the face of God. Sit with the Lord and dream about the future. Consider enlisting leaders and intercessors from your congregation to join you in this season of prayer. You may want to send them the questions below and then have them send back to you what they are perceiving from the Lord.

As you sit before the Lord, review your **Kingdom Concept** and meditate on your **Signature Scripture**. *Let the Lord stir your heart and awaken your imagination to what He is wanting to do among you and through your congregation.*

Ask the Lord...

- What do you want to do fresh in me?
- What do you want to do fresh in our congregation?
- Where, among who or for what in our local community are you wanting us to join you?
- What do You want? And, what will it take for You, Lord, to get what You want?

Capture Your Prayers

Focus the Dream

Over the next 5-7 years, as we develop and deploy disciples of Jesus who are becoming...

...we envision collectively bringing greater gospel impact to a particular...

People

an age group or specific people group you will prioritize to reach.

Examples of a particular people:

families, young professionals, first responders, new-Americans, fathers, single parents, unreached peoples, collegians de-churched, empty-nesters, black business owners, etc.

Problem / Pain

a particular pain, injustice, or problem you feel called to engage; a mantle of hope you feel called to carry

Examples of a particular pain:

unactivated callings, broken-marriages, addiction, foster care, lack of kingdom-leaders, illiteracy, generational poverty, religious veneer, racial / economic divisions, etc.

Place

a specific geographic location--local or regional--you want to bring gospel-saturation to.

Examples of a particular place:

a portion of a city, a county, school(s), dying-churches, homes, retirement communities, blighted neighborhood, an institution, home, etc.

STEP 1

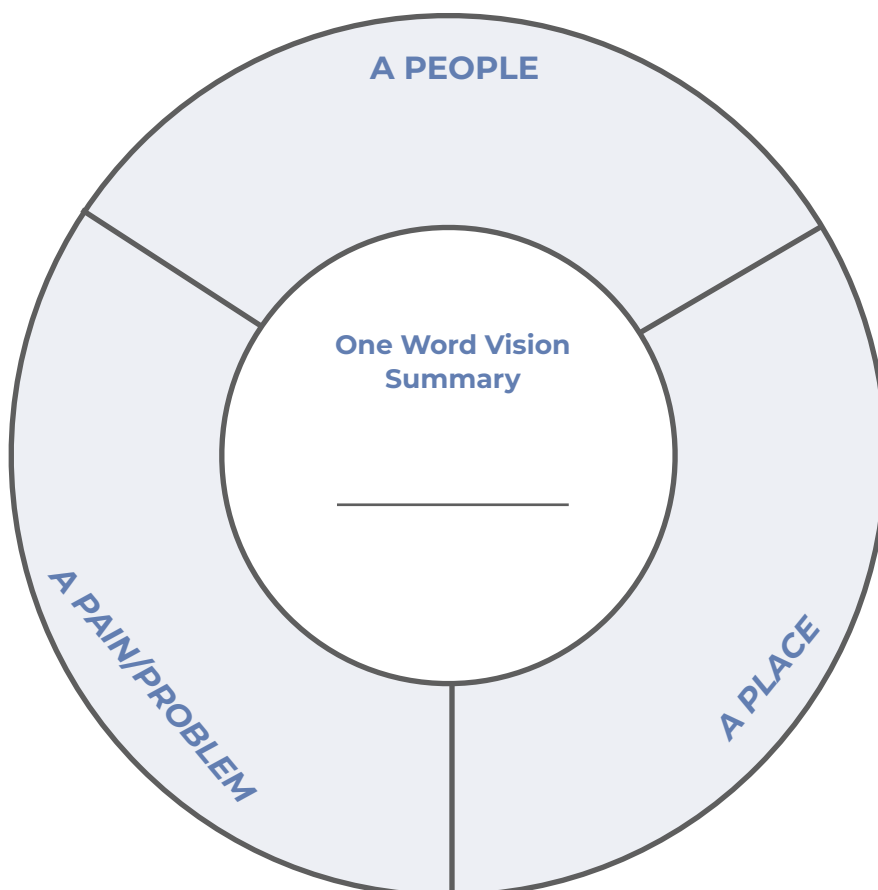
Using 1-3, force rank what you believe must be the leading focus of your vision in this next chapter.

STEP 2

Name the particular people, place or pain for whatever you chose as #1 and #2.

STEP 3

Be ready to provide your best apologetic for why.



Focus the Dream (cont'd)

One Word Vision Summary

In one word, how would you describe the type of dream God is inviting you into? *(Circle one or add your own.)*

- Restoration
 - Freedom
 - Unification
 - Revitalization
 - *Renwal*
 - *Reaching*
 - *Awakening*
 - *Expansion*
 - *Engagement*
 - *Rebuilding*
 - *Saturation*
 - *Resourcing*
 - *Replication*
 - *Multiplication*
 - *Amplification*
 - *Healing*
- *Other:* _____

Time Frame

How far out into the future does your vision stretch?

Scope

Do you imagine 10s, 100s, 1000s?
Is is a 1x, 2x, 10x vision?

Vision Focusing Statement

Based on the chart on the previous page, complete the following Vision Focusing Statement. This is merely a “thinking step” that begins to narrow the focus and guide vision development.

As we are consistently developing and deploying our Dream Disciples,

by _____ we imagine
[time frame]

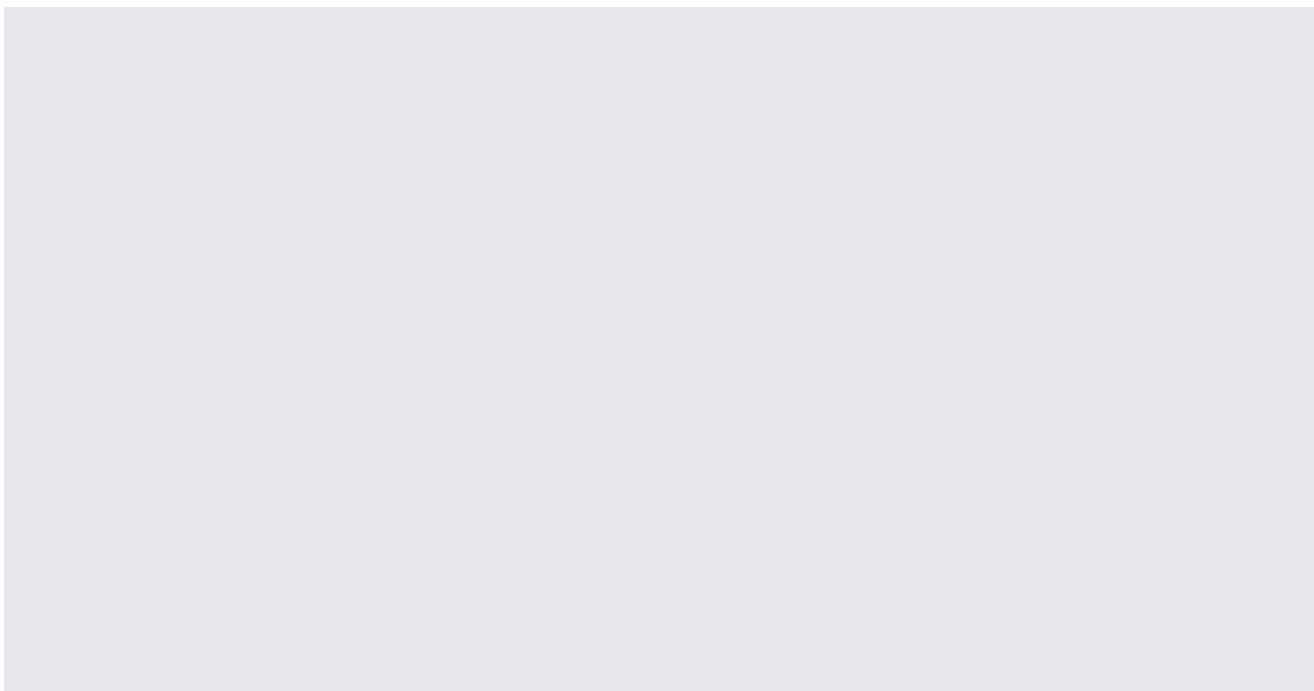
[scope] + [people, problem or pain] + [one-word summary]

Paint a Picture

Throughout the Biblical narrative, we find a plethora of metaphors the Holy Spirit uses to paint a picture of God's better future. As you consider the vision God is stirring in your heart, choose a metaphor that describes the step you're taking. Circle one below or write your own.

- A river to cross (Josh. 3)
- A mountain to climb (Ex. 19; Heb. 12)
- A city to build (Jer. 29)
- A garden to cultivate (Gen. 1-2)
- A tent to expand (Isa. 54:1-3)
- A people to free (Ex. 3)
- A family to create (Gen. 12)
- An investment to make (Matt. 25:14-30)
- A seed to cast (Luk. 8:4-8)
- A pattern to replicate (1 Cor. 4:11-17)
- A people to deploy (Jn. 20)
- A baton to pass (2 Tim. 2:2)
- A table to open (Mk 2:13-17)
- A land to saturate (Hab. 2:14)
- A house to build (Jn 14)
- A foundation to lay (Matt. 7:24-27)
- A problem to overcome (1 Jn. 5:1-5)
- A race to run (Heb. 12:1-3)
- A battle to engage (1 Sam. 17)
- An institution to restore (Matt. 5)
- A wound to heal (Mk. 5:12-16)
- A people to empower (Lk. 6)
- A way of life to replicate (1 Cori. 4:11-13)
- A darkness to dispel (Jn. 8:12-33)
- A vineyard to grow (Jn. 15)
- A boundary to cross (Mk. 5:1-20)
- A people (or bar) to raise (1 Cor. 3:2-6)
- A house to build (1 Peter 2:4-6)
- An injustice to right (Amos 5)
- A love to embody (1 Cor. 12-13)

Space to Draw



Vivid Vision Description Scaffolding

Image or Metaphor

Metaphor Driven Word Bank

Vision Focusing Statement

By _____ we envision...

Dream Markers: *(5-7 bullet points of what will be qualitatively and/or quantitatively different.)*

Making Vision Move

Vision moves through people not paper. Use this *Catalytic Conversation* template to draft the key ingredients to be included in your vision's vivid description. This template is merely meant to get you started. Once you pull the pieces together, make it come alive by weaving the imagery of your selected metaphor through it in order to create a compelling picture of the future.

We have been... *[common ground statement]*

But currently... *[problem statement]*

Imagine if by _____, we... *[better future statement]*

We must act now because... *[urgency statement]*

Could it even be possible that we could see... *[think big statement]*

For, we know God deeply cares about *[heart of God statement]*

Catalytic Conversation Example

We have been... a church that has, by God's grace, effectively reached people—growing from 800 to 3,000 over the last 20 years.

But currently... our city is growing at a rapid rate and so is the unchurched and done-with-church population in our community.

Imagine if by January 2038, **we...** have moved from being a “reaching” church to a “sending” church where every follower of Christ takes part in extending the tent by planting a gospel stake in their relational sphere of influence. We see this “tent-extending” becoming an all-play experience resulting in a growing family of churches, residency programs, everyday missionaries and resources.

We must act now because... we've been plateaued for the three years. On average, it currently takes 100 people for us to reach one person for Christ annually. We've not even begun to touch our collective kingdom potential.

Could it even be possible that we could see... that over the next decade, scores of new churches and hubs of hope bringing the sheltering presence of Jesus to across our three county region and among our global partners?

For, we know God deeply cares about... His people being sent just as the He sent His Son (John 20:21) so that together their joy may be made full (John 15:11; Luke 10:21).

Vivid Description Examples

Example #2

Taken from God Dreams by Will Mancini and Warren Bird

Church: Cuyahoga Valley Church, Cleveland, Ohio

Metaphor: Rebuilding the Ruins

Summary: *In the next five years we will pursue the radical transformation of Slavic Village, one of America's hardest-hit foreclosure markets, through a kaleidoscope of missional initiatives with the dream of a complete renovation of an entire neighborhood block.*

God is graciously allowing us to participate in His work to see a city block in a decaying community restored. Our city-block restoration vision is guided by our mission of daily inviting people to new life in Christ. We are motivated by the message of Isaiah 61:4: "They shall build up the ancient ruins; they shall raise up the former devastations; they shall repair the ruined cities, the devastations of many generations."

We have adopted an urban area just north of us, Slavic Village, as a community where we want to focus our resources for restoration. In the words of Acts 1:8, it's our Judea. Why Slavic Village? According to RealtyTrac's latest report, Cleveland's 44105 zip code, Slavic Village, was the hardest-hit community for foreclosures in the entire United States.

We will seek a holistic approach toward restoration in Slavic Village and issue a full-court press of ministry partnerships, church planting, missional engagement, and community enrichment from tutoring kids to job training for parents to fruit-and-veg-table giveaways for all. We collaborate with many others and mobilize our people to bring stability and hope for the future for hundreds of families in the name of Christ.

Vivid Description Examples

Example #1

Church: Faith Baptist Church, Washington, IA

Metaphor: Springs of Life

Summary: *In the next five years, we dream of being a Faith family who is overflowing the life-giving love that Jesus is freely pouring into the relational pools of influence –resulting in 1% of the souls in Washington being satisfied through faith in Christ.*

So many in our community find themselves unfulfilled as they drink from empty wells that consistently come up dry. They long for living water but find themselves in an increasingly parched land barren of meaning, clarity and hope.

Imagine the strength of the current of the gospel that will flow as it becomes more and more normal for each of us to be able to name those we're investing with gospel intentionality. What if rather than asking *what's next*, the people of Faith are known for asking *who's next* as disciple-making becomes a way of life rather than an event. We'll be a church in Washington not only known for our gospel teaching but for its gospel training.

The unending spring of the gospel will be sustaining spring that will motivate and propel our relational investment into our parched mission field. Together, we see dozens of disciple-making friendships strengthening one another to live with Jesus and for Jesus in all of life—starting in our families.

We've hoped too long that people will see the church as the well to which to come. But the church was never meant to be only a place but rather a people that saturate every place with the living water of the gospel. Just as Jesus challenged his disciples to LIFT UP THEIR EYES AND SEE (John 4:35), so we will lift our eyes to see those to whom the Spirit is sending us.

Vivid Description Examples

Example #3

Taken from God Dreams by Will Mancini and Warren Bird

Church: Newbreak Church, San Diego, California

Metaphor: Waves of transformation

Summary: *In the next decade we will raise up hundreds of guides who will in turn take thousands of people on the journey of a lifetime. Not a vacation but a transforming adventure: a biblically fueled, Spirit-inspired, and relationally charged leadership-development journey. The adventure will focus on Jesus and our twelve marks of becoming a person of kingdom impact.*

Why leadership development and why now? By God's grace, thousands of men and women call Newbreak home. We now have multiple campuses—strategic mission posts spread throughout our region.

But San Diego County is a place with hundreds of unique community identities. From refugees on the run to displaced transplants to an always mobilizing military, our corner of California is dying from spiritual starvation, and it's increasingly adrift on a sea with no rudder.

Therefore our leadership development itinerary will not stop until thousands of people become agents of bold, gospel-motivated change, serving their surrounding communities with authentic love. We imagine dads enjoying their children, marriages welded together, and coworkers radically concerned for one another. We see neighborhoods turned upside down by the unexplainable kindness of Newbreakers. We envision hundreds of small groups as life rafts pulling people from an ocean of crowded loneliness. We see dozens of beachheads in our city's niche neighborhoods, with platoons of skilled and loving Newbreakers moving in to start new gospel communities and empower new causes.

The impact of each new location or plant will be measured by positive community transformation. And we won't stop until we blanket our city with an ever-growing network of churches that are *connecting people with God through authentic relationships to serve communities.*

What's the Newbreak vision when you boil it all down? It's a wave of leadership development that brings a wave of community transformation that brings a larger wave of leadership development that brings an even bigger wave of community transformation.

There's nothing like watching a swell build from the vantage point of the cliffs in Ocean Beach. That's what we see as we look at communities from a development perspective. Can you see it?

What we do through Newbreak in our lifetime will have ripple effects, from here to the farthest points in the world. Let's make some waves!



Background Horizon - Where are we today?

Four Helpful Lists by Tom Paterson

What's Working?	What's Broken?	What's Confused?	What's Missing?

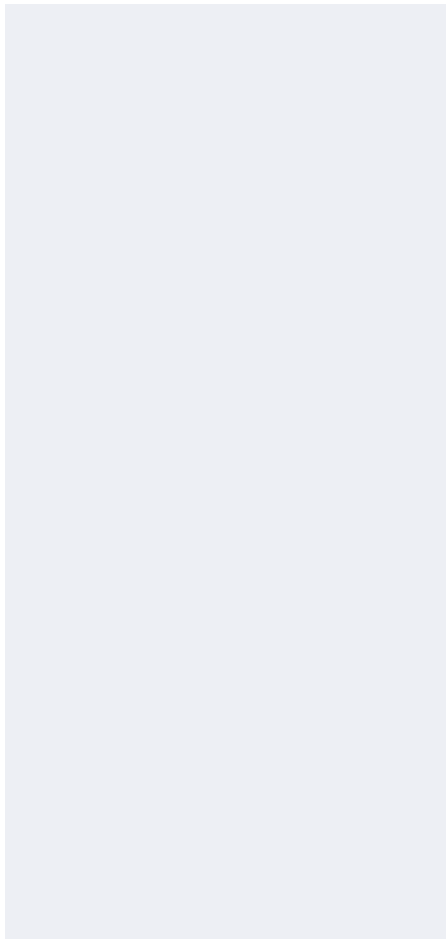
Current Quantitative Realities			
Average monthly worship engagement = _____	Annual budget = _____		
Average engagement in primary pathway vehicles = _____	Percentage of budget to payroll = _____		
Average monthly youth engagement = _____	Giving trend last 3-5 years = _____		
Average monthly children engagement = _____	Number of possible giving units = _____		
Number of volunteers (oversee things & tasks) = _____	Percentage of active giving units = _____		
Number of leaders (oversee people & decisions) = _____	Average age of congregation = _____		
Number of coaches (Leaders of leaders) = _____	Average annual baptisms/new Christ-followers = _____		
Number of new leaders needed if grow by 20% = _____	Number of locations = _____		
Full Time Equivalent Staff to congregation ratio = _____			

1.		2.	
3.		4.	

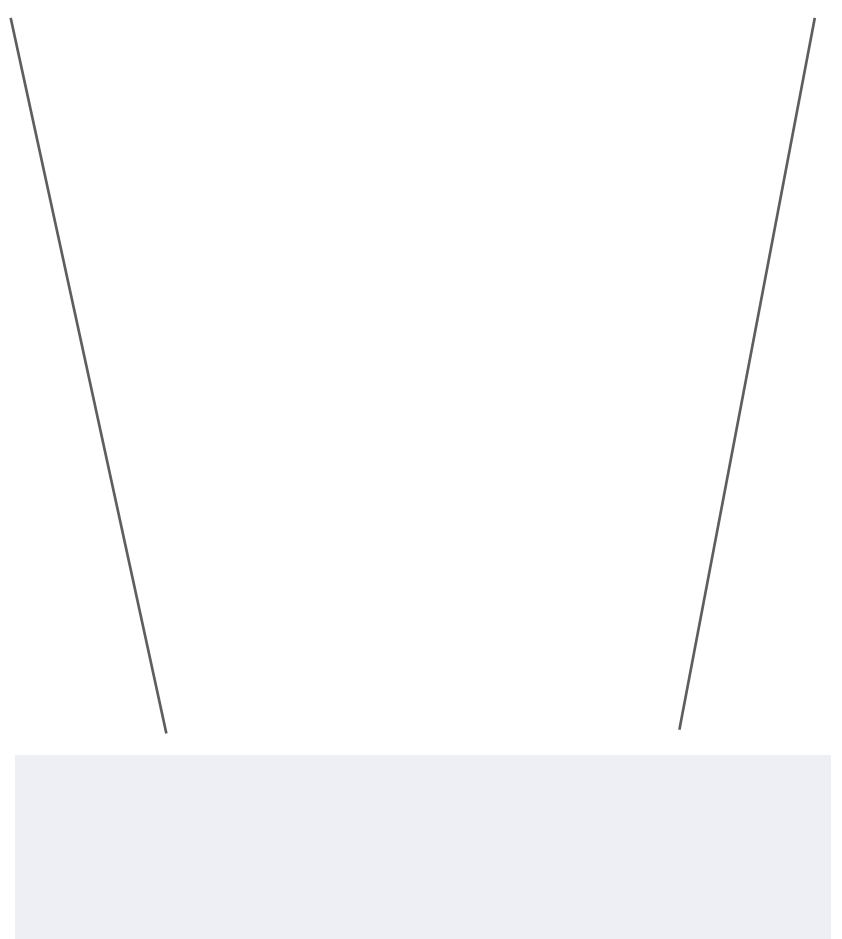
MidGround Horizon: 1-Year Milestone

The midground horizon is a single emphasis stated as a one-year goal.

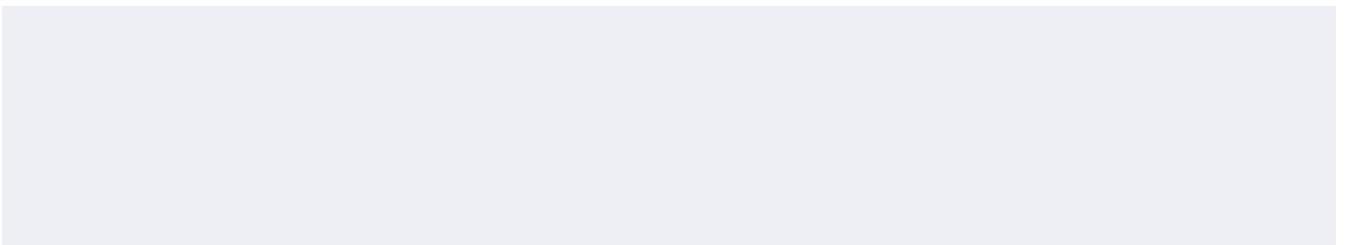
Emphasis Brainstorm



1-year Goal Brainstorms



Mid-ground Horizon - Final



☐ Specific ☐ Measurable ☐ Attainable ☐ Relevant ☐ Time-based

Midground Horizon Filtering Questions

Use the following filtering questions to assess your Midground milestone drafts. Allow the questions to help you to zero in on a particular draft or refine the draft for a single, compelling goal.

1. Which one these milestones gets you personally excited?
2. Which milestone sparked an immediate positive response from the future team?
3. Which milestone could create the most energy for the most of the people in our church?
4. Which milestone would be a first big step toward our Beyond-the-Horizon Vision and Background Vision?
5. Which milestone seems most in step with what we've been sensing the Spirit saying to us recently?
6. Which milestone moves us toward an inspiring step of faith and risk-taking posture without sounding absurd?
7. A year from now, which milestone would we most regret that we hadn't taken?
8. Which milestone will keep us engaged even after the first six months—and beyond a sermon series?
9. Which goal can we see translating creatively into all of our teams/ ministry areas?
10. Which goal could provide our congregation with a deep abiding sense of accomplishment and really get us excited to engage another goal?

Foreground Horizon - 90-Day Action Initiatives

Three Types of Foreground Action Initiatives				
<i>Foreground Initiative Type</i>	<i># of Smaller Action Steps</i>	<i>Who is responsible?</i>	<i>Level of Complexity</i>	<i>When is it Reviewed?</i>
<i>Cross-Functional Emphasis</i>	<i>Many (5-15)</i>	<i>A Team</i>	<i>High</i>	<i>Direct Report or Leadership Team</i>
<i>Ministry Area Subgoal</i>	<i>Some (3-8)</i>	<i>A team or Individual</i>	<i>Variable</i>	<i>Direct Report or Leadership Team</i>
<i>All-Staff or All-Leader Driver</i>	<i>One</i>	<i>Individual</i>	<i>Low</i>	<i>Peer-to-Peer in Team Meetings</i>

	ACTION INITIATIVE	TYPE	LEADER & TEAM
1.			
2.			
3.			
4.			

Horizon Storyline Template

BEYOND-THE-HORIZON: <i>Our Shared Dream</i>			
BACKGROUND HORIZON: <i>Our 3-Year Strategic Objectives</i>			
MIDGROUND HORIZON: <i>Our 1-Year Goal</i>			
FOREGROUND HORIZON: <i>Our 90-Day Action Initiatives</i>			

Wrap Up

Taking Away

Leaving Behind

Next Steps:

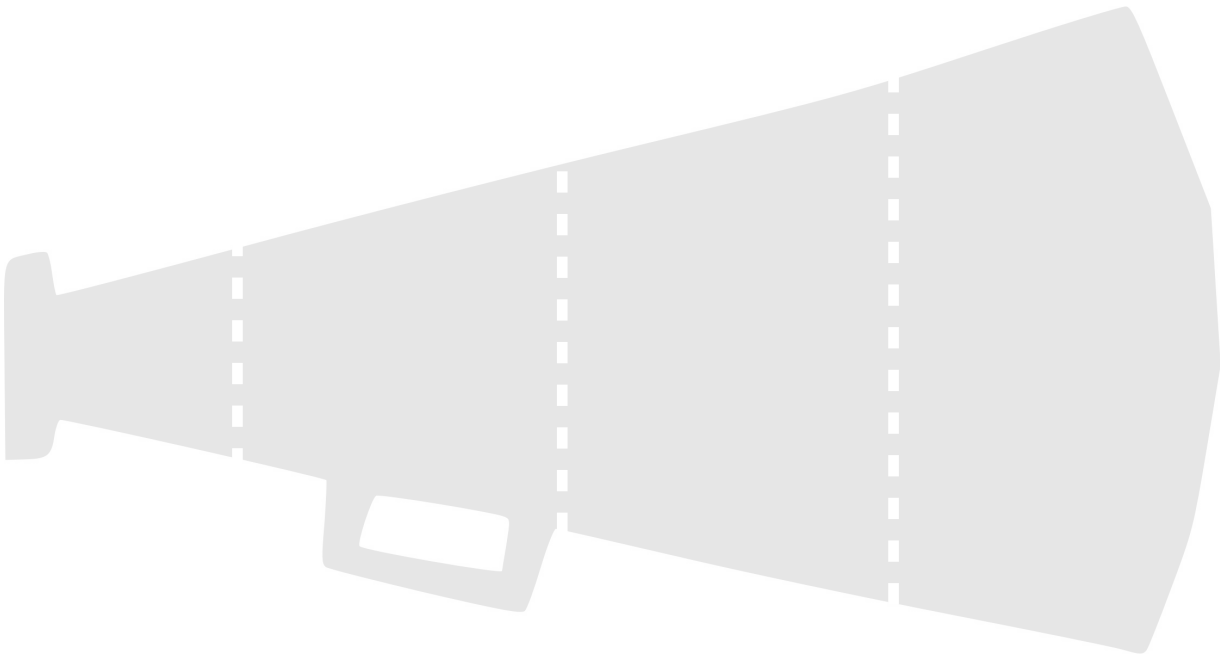
Roll Out Plan

Future Team

Staff

Leadership

Congregation



	Staff	Leadership	Congregation
Mission: <i>Our Missional Directive</i>			
Measures: <i>Our Dream Disciple</i>			
Strategy: <i>Our Disciple-making Pathway</i>			
Values: <i>Our Cultural Distinctives</i>			
Horizon Storyline: <i>Our Shared Dream</i>			

Leadership Gatherings

“Wet Cement” Philosophy

Purpose

The purpose of the leadership gathering is to advance the understanding and appreciation of the church’s vision frame, while “Funnel Fusion” is still in process. Ultimately, the session is designed to secure the approval and enthusiasm for the new vision components in whatever formal mode of decision-making the church chooses in the future.

Guidelines

Understand the “wet cement” metaphor: The Clarity Guide's role is to highlight for leaders the amount of time the future team has invested in the process. He will set the tone of the meeting around the guiding value of mutual respect, using the “wet cement” image.

“Wet Cement” signals the work that has been done (the forms have been laid, the trucks have arrived and the cement has been poured) to help leaders listen to and respect the prior process investment. But “wet cement” also reminds everyone that it is not too late to rethink the work that has been done to date. Therefore the future team should also respect the initial feeling and input of the leadership group and be willing to make modifications as needed.

Use round tables: The dialogue between leaders is the most important dynamic of the meeting. Therefore the room should be set-up to accommodate leaders around tables that seat 5-8. Disperse the future team: The future team should spread out as much as possible throughout the room. The future team members may or may not be the table leaders. Your Clarity Guide will guide the decision-making on table leadership.

Use whiteboards and flip charts: For all gatherings, your Clarity Guide will rely on these tools to reinforce the fact that all content is “in process.” For gatherings over 40-50 your Clarity Guide may request multi-media and handheld microphone support for added efficiency.

Plan for three stages: Through dialogue leaders will progress through the essential stages below. People cannot get excited about the vision until they are aware of it, understand it, and then appreciate it (in that order). A sequence of questions will be used to help move people to each stage.



Leadership Gatherings (Cont'd)

No word-crafting! It will be important to remind people that we will not consider, as a large group, different options or variations of how to articulate components of the vision frame differently. Rather their input will be taken into consideration by the future team. Your Clarity Guide will reinforce this guideline.

Get multi-faceted feedback:

Feedback will happen in four ways:

- Table feedback verbally through individual tables
- Table “report backs” verbally to the large group. This is when a table leader summarizes the discussion of the group in 1 minute or less, for the entire room.
- Written summaries will be captured by a scribe at each table (to be assigned by the table leader)
- Individual response cards will be used for individuals to submit written feedback or any ideas to the future team.

Note that collecting, typing and distributing the table scribe sheets and individual response cards will need to be done by the church.

Add value and have fun: In addition to the basic guidelines, the staff should be creative and follow their instincts to make this event one that leaders won't want to miss.

Sample Agenda Flow

Leadership Gathering #1	Leadership Gathering #2
1. Introduction and process overview	1. Introduction and process overview
2. Quick overview of the Kingdom Concept	2. Review changes from last version
3. Overview of mission articulation	3. Overview of strategy articulation
4. Dialogue around mission questions	4. Dialogue around strategy questions
5. Table “report backs” on mission	5. Table “report backs” on strategy
6. Overview of measures articulation	6. Overview of values articulation
7. Dialogue around measures questions	7. Dialogue around values questions
8. Table “report backs” on measures	8. Table “report backs” on values
9. Close with next steps	9. Quick overview of vision proper
	10. Close with next steps

Leadership Gatherings: Standard Questions

Mission Questions

Awareness:

- What do you like best about the proposed mission?

Understanding:

- What does the mission mean to you?
- Can you see yourself living this mission ? Why or why not?

Appreciation:

- Would you have any hesitation enthusiastically embracing this mission?

Mission Measures Questions

Awareness:

- What do you like best about the mission measure articulation?

Understanding:

- Which area of your life, as defined by the measures, do you sense God is working right now?
- Do you like the idea that our church would be more intentional at providing resources, training and accountability based on these measures? Why or why not?

Appreciation:

- Would you have any hesitation enthusiastically pursuing a life guided by these disciple-making outcomes?

Strategy Questions

Awareness:

- What do you like the most about the “less is more” concept with a clear strategy?

Understanding:

- Using the strategy, describe your current pattern of involvement. Do you feel under-involved or over-involved?

Appreciation:

- Would you have any hesitation if the church uses this strategy to communicate our ministry offerings and accomplish our disciple-making mission?

Values Questions

Awareness:

- In your opinion, what proposed value is strongest and weakest in our church today?

Understanding:

- What value either attracted you the most or keeps you here the most?
- Is there a value missing, in your opinion?

Appreciation:

- Would you have any hesitation enthusiastically supporting these values?

Leadership Gatherings: Materials List

Leadership Gathering #1

One per person:

- “Funnel Fusion” Vision Framing Process Overview (Clarity House handout)
- Vision Frame Overview (Clarity House handout)
- Individual feedback form (plain sheet with title only, half or quarter sheet, provided by the church)
- Optional: Measures list (half or quarter sheet, provided by the church)

One per table:

- Mission scribe sheet (Clarity House handout or church to provide branded copy)
- Mission Measures scribe sheet (Clarity House handout or church to provide branded copy)

Leadership Gathering #2

One per person:

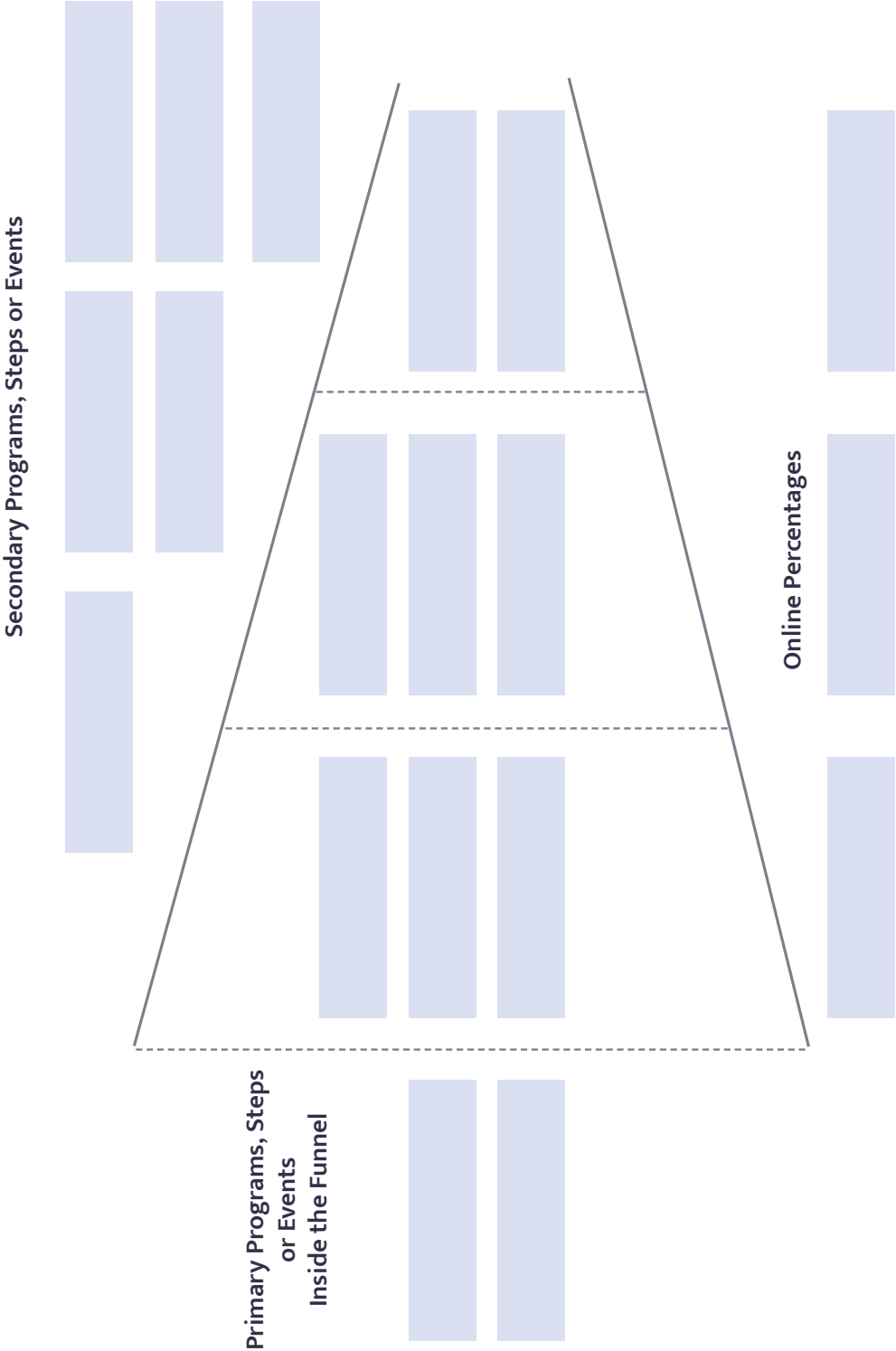
- Vision Frame Overview (Clarity House handout)
- Individual feedback form—plain sheet with title only, half or quarter sheet, provided by the church)
- *Optional:* Values list (half or quarter sheet, provided by the church)
[Note: If this option is used, it is preferable to have definitions and/or demonstrated by statements to add to the substance of the values articulation. If there is little by way of definition, then it is best to use the whiteboard or flipcharts.]
- *Optional:* Vision Frame on a page (church branded, provided by the church)
[Note: If this option is used, it is important NOT to short-circuit feedback. In some cases, the leadership gathering will appreciate having it all on one page as a draft vision frame, in other cases, it is best to leave the entire experience more “whiteboard heavy” to keep the content in-process.]

One per table:

- Strategy scribe sheet (Clarity House handout or church to provide branded copy)
- Values scribe sheet (Clarity House handout or church to provide branded copy)



Current Assimilation Funnel Assessment





Strategy: Current Programming Assessment

Adapted from Unstuck Group, see podcast episode 279

5 Reasons Why to Assess Current Programming

1. In order for your multiplication funnel to be _____, you need to be sure your assimilation funnel is _____.
2. Over time, most churches become _____, losing sight of who they are trying to reach.
3. New _____ by itself will not produce new _____.
4. The more programs you have to manage the less _____ manages to happen.
5. Your dream disciple provides a whole new _____ bullseye.

Program Assessment and Alignment Pre-Work

Be sure that your leadership team is aware of the work that you've been doing through the Funnel Fusion journey. They should be aware of the following:

- Your updated all-play, everyday **Mission**
- Your picture of your **Dream Disciple**
- Your broad level **Strategy Map**.

With the context of these components of your vision frame, the team should be able to begin the first steps of the assessment process.

3 Steps to Assessing and Aligning Current Programming

STEP #1: Let ministry teams recommend program/event reductions first.

First, have the ministry team list all their programming options. For example, youth ministry will want to list things like retreats, mission trips, Sunday school, mid-week, lock-ins, service projects, bible studies, etc. (Note: It's easiest to put each individual program or event onto a separate sticky note.)

Then, divide everything in half based on the amount of life change you are seeing. By life change you want to consider a few things: 1) People moving toward Jesus 2) People taking steps of growth into the roles of your dream disciple 3) the number of people impacted by that program/event —is it increasing, decreasing or plateaued?) You should now have two lists.

Now, consider the time investment required—include leadership investment, volunteers needed, money, space, promotions, etc. Draw a horizontal line through the two existing vertical columns/ lists and have the team split the programs in half again, this time passed on high or low resource investment.

Strategy: Current Programming Assessment Cont'd

You should now have four equal lists. One of the lists will include programs/events that are leading to low life change and yet require high resource investment. Those are the programs and events that should be recommended by the team to cut or prune. Each ministry team will need to make a very strong case for why the wintry still helps the church accomplish its mission.

STEP #2: Evaluate the remaining programming/events from the perspective of the entire church.

The senior leadership team should take the work from each sub-ministry and repeat the exercise, but with everything you are doing across the entire church. Again, putting each program on a sticky note can be helpful. Start by asking, "Is life change produced by this program higher or lower? Then ask: Does this program require high or lower level of resource investment?"

Note: This time you do not need to take each of the four lists equal—just take the remaining ministries and plot them in each of the four lists based on the white board drawing (See flip chart drawing below).

STEP #3: Prepare your realignment plan.

Place every program you identified at either the ministry level or the all-church level that is being considered for pruning and/or realignment. You have five options to consider as a team:

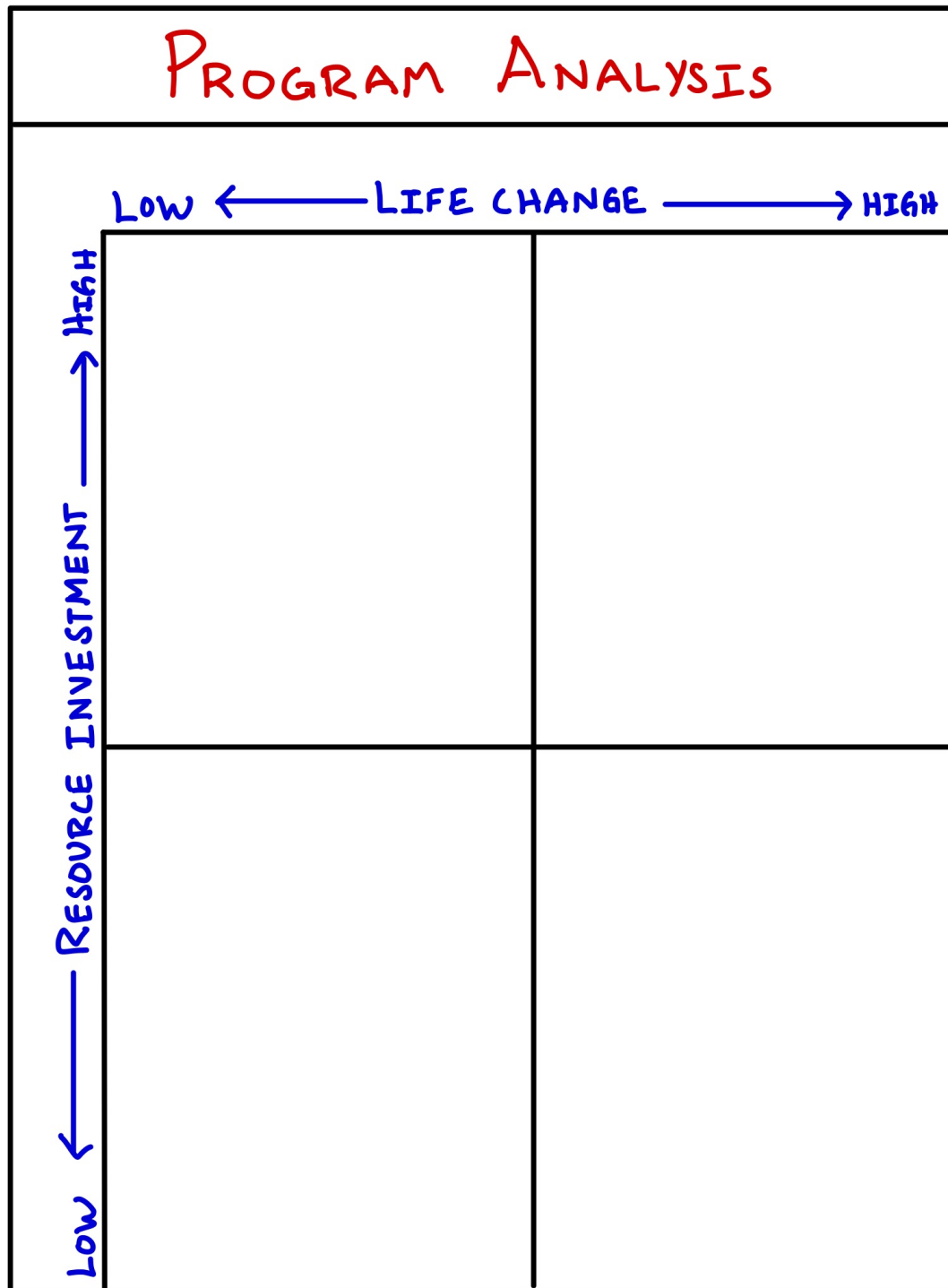
1. **Catalyze:** Maximize those things that are high life change/ low resource investment.
2. **Continue:** When using this option, be sure you've named any adjustments that will need to be made inside the event/program based on how it helps you to develop your Dream Disciple.
3. **Combine:** Use this option when two programs have a similar purpose. Reduce redundancy by combining the two programs.
4. **Cage:** Use this option to pause the ministry in order to do a thorough evaluation or use it to allow a program to run its course but stop investing resources into it. (Use this very sparingly).
5. **Cut:** Make the decision to stop the program. Celebrate the purpose it played in the past and yet choose to reallocate the resources into that which will serve your disciple-making future more effectively in the next season.

3 Big Questions to Answer

With your assessment complete, answer the following questions in regard to what remains:

1. Where does this program sit on our disciple-making pathway? (Is it primary or secondary?)
2. What changes need to be made within this program to help develop our Dream Disciple?
3. Have we determined our standardized multiplication vehicle(s) and where does it sit?

Strategy: Current Programming Assessment Cont'd



Ministry Area Demographic Profile

Population

- Currently there are _____ residing in the defined area.
- The study's projected change between _____ and _____ is expected to _____?

Household Income

- The average household income is \$ _____.

Giving Potential

- The study area's overall religious giving potential is _____.

Race

- The study area's fastest growing racial/ethnic group is _____.

Generations

- The generations are most significant group in terms of numbers in comparison to national averages are _____ and _____.

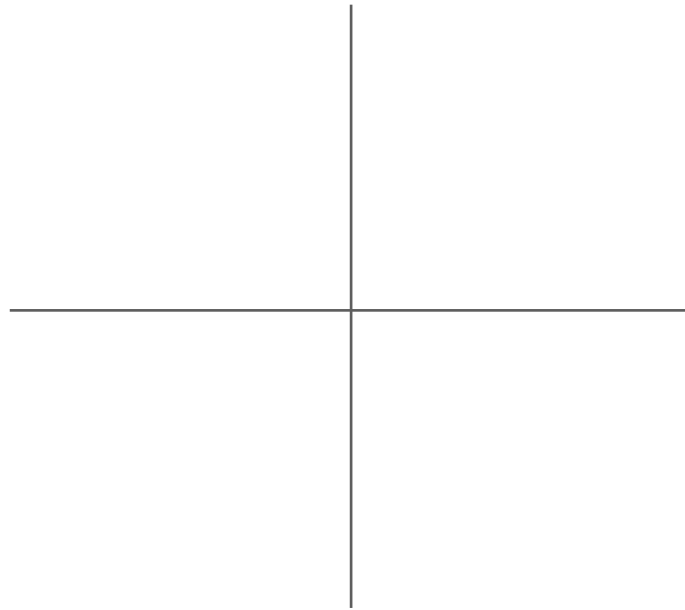
Primary Concern

- The household concern(s) that outpace the national average are:
_____.

Faith

- The study area's faith receptivity is _____.
- Based upon worship, music, and architectural style preferences, the study area prefers a _____ church style.
- The religious groups that are outpacing the national average are:
_____.

HUDDLE: The Disciple's Journey



REFLECT - DISCUSS - RESPOND

1. Think of a time you were trying to learn something new:
 - *What were you learning?*
 - *What did it feel like when you hit the Dip?*
 - *What did you need from someone else to keep going?*
 - *What are you thankful for today now that you've learned it?*
2. *What does your own experience teach you about keys to discipling others?*
3. When people we're leading slip into D2, what do you think we as leaders sometimes misdiagnosed that as?
4. Who do you know who is great at helping people they are leading get through D2 and into D3 & D4? How would you describe what you have observed that they do?
5. Who is someone in your home, work or ministry that you would like to see grow in a particular competence? What competence (skill) do you believe they would be motivated to grow in?
6. Where are they currently on the Disciple's journey matrix? What are three things could you do to come alongside that person to help them grow in that particular skill?
7. What will you do? When will you do it? And, when can we meet next to discuss what you learned?

HUDDLE: Ingredients to a Disciple-making Culture



The Atmosphere

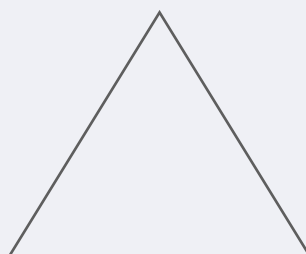
Love: _____

Faith: _____

Hope: _____

1 Corinthians 13:13

The Process



1 Corinthians 4:14-18

The Methodology



Matt. 4:19, Mk 3:13-15, Jn. 15:5-8

REFLECT - DISCUSS - RESPOND

1. What stood out to you most from the teaching on the *Ingredients of a Disciple-making Culture*? Why?
2. Who is someone who has helped you learn to follow Jesus? What, specifically, did they do and how did they do it?
3. Re-read 1 Corinthians 4:14-18. How many generations do you see in this text? What is necessary to pass on a "way of life" from one person to another versus passing on a teaching?
4. Think of three people you are currently investing in. Where would you plot them on the Invitation/Challenge matrix? Why?
5. What do you think they need most next?
6. What is the Holy Spirit specifically promoting you to be or do for each of those people? When will you do it?
7. When will we meet next to celebrate what we acted on, how it went and what we learned?

Additional Values Discovery Exercises

BEST OF STORIES

Make a list of a few of the “best of” stories that capture or embody what is best about your church. Think of people, events, and circumstances that brought out or illustrate what is special about your church. Think of it as your *Hall of Fame* as a church. ***Our best of stories include...***

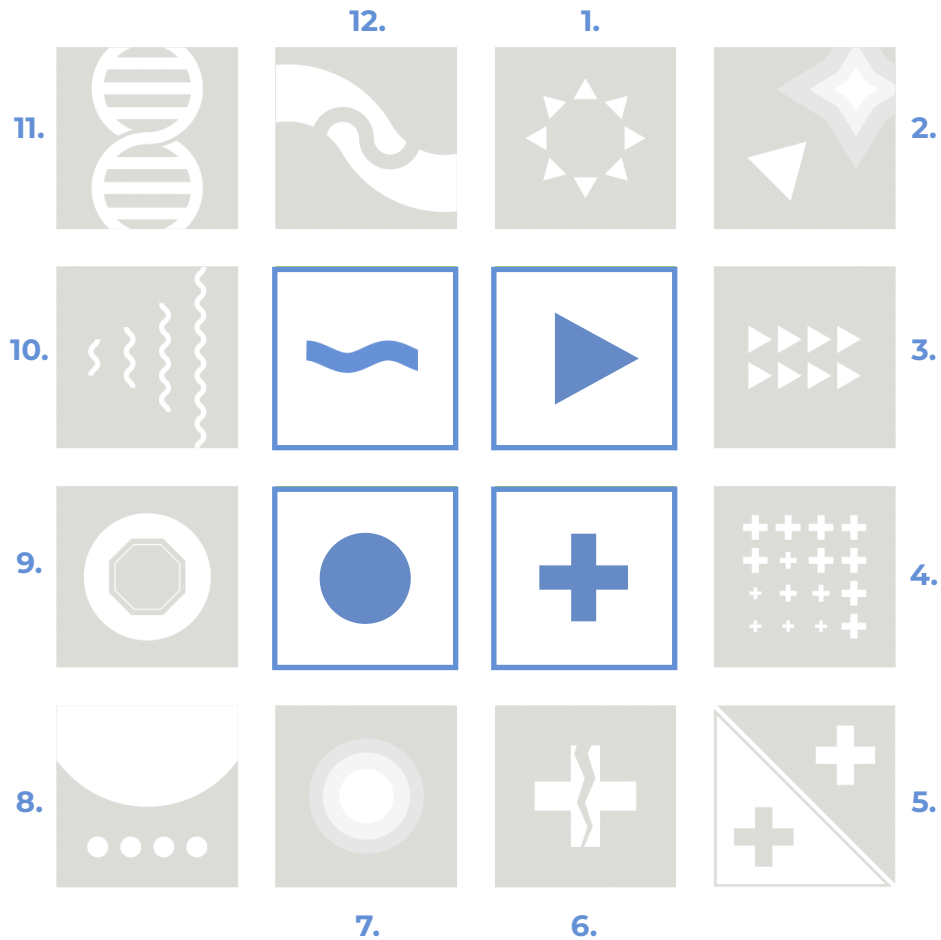
MARS GROUP

Imagine a new colony of people has been deployed to Mars. Your church has been selected to start the first church on Mars. You only have room on the spaceship for five people. You must send your very best leaders/team members who will start a new branch of your church on Mars.

Which five to seven team members best embody our most important values that be necessary to replicate our DNA on Mars?

Beyond the Horizon: Vision Templates

The 12 Templates are unpacked in the book [God Dreams by Will Mancini](#)



TEMPLATE	TEAM RANKING
1. Geographic Saturation	
2. Targeted Transformation	
3. People-Group Penetration	
4. Institutional Renovation	
5. Need Adoption	
6. Crisis Mobilization	
7. Spiritual Formation	
8. Presence Manifestation	
9. Obedient Anticipation	
10. Leadership Multiplication	
11. Cultural Replication	
12. Anointing Amplification	



Vision Template Definitions

ADVANCE TEMPLATES

1. **Geographic Saturation** - Your church's vision is to bring the gospel to as many people as possible in your surrounding geography.
2. **Targeted Transformation** - Your church's vision is to identify a specific people, place, or thing you want to see changed dramatically by the gospel.
3. **People-Group Penetration** - Your church's vision is taking the gospel to a group of people who don't have it yet.

RESCUE TEMPLATES

4. **Institutional Renovation** - Your church's vision is to rejuvenate an institution that matters to God, most often a ministry that historically has been significant but has lost a degree of relevance, focus, or momentum.
5. **Need Adoption** - Your church's vision is to adopt a specific need you identify, often through compassion or mercy, typically triggered by studying the needs and then responding to them.
6. **Crisis Mobilization** - Your church's vision is to mobilize for crises, or be prepared to mobilize for a future crisis.

BECOME TEMPLATES

7. **Spiritual Formation** - Your church's vision is for a spiritual formation that changes people and takes them along a significant pathway toward spiritual maturity.
8. **Presence Manifestation** - Your church's vision is to welcome and experience God's presence anticipating ripple effects far beyond the life of your congregation.
9. **Obedient Anticipation** - Your church's vision is to live in strategic or obedient anticipation of a more clear revelation from God and with the intent to respond as He leads.

OVERFLOW TEMPLATES

10. **Leadership Multiplication** - Your church's vision is to develop more leaders so that God can direct them where He wants them to go.
11. **Cultural Replication** - Your church's vision is to replicate its model, whether via multisite or other forms, spilling over to many places, new franchises, and new brands of "our" kind of ministry, vision, and brand.
12. **Anointing Amplification** - Your church's vision is to do all you can to leverage and amplify the impact of a particular leader, often someone who is a stellar teacher.

Vivid Description Scaffolding Worksheet

Before writing your vivid vision paragraph, write down a few ideas for each of the four vision imperatives below. Then, circle the strongest, most compelling ideas for each imperative.

Paint a Picture!	Stir the Heart!
<p>What images and metaphors come to mind?</p> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ 	<p>What makes the vision attractive, beautiful, desirable and wonderful?</p> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____
Solve a Problem!	God-Size It!
<p>What inherent dilemmas does the vision address?</p> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ 	<p>What will stretch us to rely on God's presence, power and provision?</p> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____