
CHURCH PLANTER RETREAT

GUIDE FOR WORKSHOP LEADERS

Description

The Church Planter Retreat is a training module for church planter's to consider the essential aspects of starting a new community of faith. Usually conducted over two or three days, church planters, sometimes with spouses, will consider ten different aspects of establishing new outposts of the Kingdom. The time together is not just about the content of the sessions, but also about learning from each other, spending time in prayer and reflection and listening to the voice of God. The Multiplication Network provides this retreat as an opportunity for people to consider whether they would like to get further involved in modular church planter training. We hope this training retreat will be a time that brings clarity and perspective to the experienced and prospective church planter.



more churches, stronger churches

GENERAL INSTRUCTIONS

The teacher's guide contains nearly all the elements of the Participant's Manual. The words written in all capitals are the answers for the blanks in the Participant's Guide. The lines in the margin in both guides are for your own notes, questions, ideas, recommendations, etc. We have tried to maintain the same page numbers in the teacher's guide as in student's guides.

The following sections are only found in the Participant's Manual:

- **Introduction.** Why plant churches? This section discusses three theological concepts directly related to church planting: Incarnation, Missio Dei, and the Kingdom of God.
- **Evaluation.** Students are asked to turn in their completed evaluation forms at the completion of the retreat.
- **Certificate of Recognition.**

These sections are only found in the Teacher's Guide:

- **General Instructions.** Additional information and suggested exercises.
- **Contents.**
- **Suggested schedule.** In the Participant's Manual the activities are listed without the times.
- **Appendix.**
- **Registration sheet.** Each participant should fill out an application form.

1. PLACE

- You will need a conference room large enough to accommodate the participants and a room that can be darkened enough to see a presentation.
- You should be able to use the walls to tape up pages for display.
- Ideally, the place should have areas where the participants can rest and relax during rest periods (gardens, paths, seats and benches, etc.)
- There should be enough power outlets to plug in at least 3 devices at once.

2. SCHEDULE

The starting time of the retreat can vary, but it is important to dedicate 1 ½ hours to each lesson so that the participants can complete the exercises.

3. LESSONS

Each lesson begins with the objectives to be accomplished in that session. At the end of each lesson, it is important to read the objectives again to make sure that they have been met. Recommendations for the teacher can be found in the left-hand margin of each page.

4. NECESSARY COMPONENTS

It is important to anticipate all the equipment and supplies that will be needed:

- Nametags with the names of everyone involved in the retreat.
- Projector for transparencies or a computer with a projector, and a screen or blank wall.
- Television with a DVD player or videocassette player (optional).
- Stand with large sheets of paper.
- Microphones and speakers.
- Tape, self-stick notes, newsprint.
- Audio equipment (for playing music during breaks and/or to play instrumental music when the participants are doing the Action Points)
- Candy, mints, water, etc. to place on the tables.
- Certificates of completion.

5. PROJECTOR OR OVERHEAD PROJECTOR

Before beginning, verify that any projected media can be seen clearly from anywhere in the conference room. If an overhead projector is used, make sure that the transparencies appear clearly on the screen.

6. EVALUATIONS

There is an evaluation in the participant's manual. This should be completed at the end of the retreat and turned in to the leaders of the retreat. The leaders can send in a summary of the evaluations to the Multiplication Network:

www.multiplicationnetwork.org

Church Planter Retreat

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SESSION 1

DEFINING THE VISION

*“When he saw the crowds, he had compassion on them, because they were harassed and helpless, like sheep without a shepherd.”
(Matthew 9:36)*

A. DEFINITIONS

A simple definition of vision could be: “Looking into the future and seeing what God wants to do through you to carry out His redemptive purposes.”¹

1. Vision is the God-given ability to **SEE** those things which are not, but which could become **REALITY**.
2. The church’s vision determines its direction and all its ministries. The process starts when you feel **DISSATISFIED** with the way things are. There must be some discomfort with the status quo. You see a better **FUTURE**, an attainable ideal toward which to work.
3. Having vision is also a matter of **FAITH**, because you must deal with things that you can’t see concretely. Without faith there can be no vision. And if there is no vision, then there is no mission.
4. A vision is a **CHALLENGING** and **CLEAR** picture of the future of the ministry.

Remember | The Bible defines the essence of God’s purposes for the whole church, but the vision you will be defining is the particular expression of these purposes in your local context.

Objectives:

The participant will...

- Understand the importance of defining the vision.
- Recognize the difference between vision and mission.
- Write a vision statement or revise an existing vision statement.

¹ Wagenveld, John (ed.) *Sembremos Iglesias Saludables*. FLET/UNILIT, 2005, 187.

A few examples of vision statements:

"The Prince of Peace Christian Church sees a dynamic and active congregation that reaches many people for Christ with the whole Gospel of Jesus Christ. This community of faith, like a tree, will have

- *a deep-rootedness in the Word*
- *a straight and firm trunk that is our Lord Jesus Christ*
- *branches that spread to serving the community and world*
- *fruit that reflects our Christian commitment*

This vision will be achieved through dynamic worship, solid preaching, excellence in biblical teaching, active visitation ministries, purposeful evangelism, and a focus on the needs of families and children in our communities."

(Prince of Peace Christian Church, Puerto Rico)

"Our vision is to become a congregation that grows holistically and is dynamic in function, Pentecostal in spirit, Reformed in doctrine and practice, and global in its reach."

(Christian Reformed Church, Puerto Rico)

"A church in each community planted by trained lay members who possess practical skills and who are encouraged to work together."

(Church Planters Institute)

B. VISION IN THE BIBLE

Each of the following passages presents an example of God's vision revealed in his Word. Identify the visions in the following biblical texts:

- Genesis 12:1-3; 13:14-18

- 2 Samuel 7:5 ,8, 12-16

- Matthew 9:36-38

Tip for the Leader:

Have participants interact in pairs or small groups for this exercise.

C. THE IMPORTANCE OF VISION

1. It helps you to **REFOCUS** on the work when circumstances pressure you to give up.
2. It **PREVENTS** others from determining what you should do in your context.
3. *"Where there is no vision, the people go astray..."* (Proverbs 29:18).

Remember | The vision can be adjusted and changed based on the context. You must be patient; the vision is not yet a reality.

D. THE DEVELOPMENT OF THE VISION

1. **WRITE** out the vision. Use short, simple phrases that are easy to remember so you can memorize it and communicate it effectively.
2. **THINK BIG!** The driving force is a vision that is clear, biblical, achievable, and challenging.
3. Be **CREATIVE**. Feel free to think in new or different ways.
4. **ASSESS** the vision:
 - Is it clear?
 - Is it challenging?
 - Is it forward-looking?
 - Is it possible?
5. Share the vision with **CLARITY** and **CONVICTION**. A common vision, centered on the person of Jesus Christ, will be the unifying factor for the team.
 - Create an environment in which others can identify with the same vision.
 - Set up a team to work toward the reality of the chosen vision.
 - Create a vision broad enough to allow for experimentation and to deal with failure.
 - Look for new and fresh ways to keep the vision in everyone's sight.

Remember | A leader must share the vision with others to ensure confirmation by the greater faith community.

E. THE DIFFERENCE BETWEEN VISION AND MISSION

| A VISION STATEMENT | A MISSION STATEMENT |
|---|---|
| DEFINITION | |
| <p>A paragraph of one or two sentences that concisely describes the ideal state of the church or organization when accomplishing its purpose. It works like a North Star to keep the church moving in the right direction to achieve its mission.</p> | <p>A brief paragraph that tells how your church or organization achieves its vision. It gives “legs and feet” to the vision.</p> |
| KEYWORD | |
| What? | How? |
| AN EXAMPLE | |
| <p>A healthy church representing God’s Kingdom in every community.</p> | <p>To equip church leaders with the tools and resources to strengthen and multiply healthy churches:</p> <p>1. Training leaders</p> <p>Developing a network of national mentors who will be able to train church planters.</p> <ul style="list-style-type: none"> • Working with national believers • Through local churches • As we “train the trainers” <p>2. Providing reproducible materials</p> <p>Creating textbooks, workbooks and modules that can be downloaded and used freely across the world.</p> <ul style="list-style-type: none"> • Using virtual offices • Maximizing the use of technology |

ACTION POINTS

1. If God could act without hindrance in your ministry, what would your church be like within the next ten years? (Have the participants take a few minutes to answer this and the other questions below.)

2. Write your vision, briefly.

3. Check your vision against the guidelines in section D above ("The Development of the Vision"). Can your vision be described visually? Does it reflect a desired future? If necessary, rewrite your vision. Keep it clear, simple, and to the point.

4. Take a few minutes to share your vision with another participant or the entire group.

SESSION 2

CLARIFYING THE VALUES

“But as for you, continue in what you have learned and have become convinced of, because you know those from whom you learned it...”
(2 Timothy 3:14)

A. DEFINITIONS

1. Values are the rules of **CONDUCT** and attitudes by which we live.
2. Our values are evident through specific **ACTIONS**.
3. Values are not **DOCTRINAL** dogma.
4. Values provide the **FOUNDATION** upon which the church can set goals.

Remember | The mission cannot contradict the church planter's values; in fact, the mission arises from the values.

B. BIBLICAL VALUES AND CORE ORGANIZATIONAL VALUES

Biblical values are non-negotiable principles that define the identity and determine the lifestyle of a Christian.

In groups of two or three, take a look at the following biblical texts and identify the values mentioned.

Exodus 3:7-10

Matthew 18:10-14

Objectives:

The participant will...

- Understand the importance of establishing values.
- Identify his or her organizational values.
- Create a list of values and discuss how they will be implemented.

Possible exercise:

Participants can discuss a hypothetical situation of a church that claims to have the value of evangelism.

Ask them: "What questions could you ask to determine if the church really values evangelism?"

Possible answers:

- Is there a budget for this?
- Is there a program to train members?
- Does the pastor preach sermons on evangelism?

Acts 2:42-47

1 Corinthians 1:10

2 Timothy 3:14

In addition to biblical values, the church planter should also define his or her core organizational values. These values will be determined by the purposes of the new church and will take the context into account.

*"Every action taken in the organization must adhere to the core values, which are prioritized. For every core value, the organization must complete the following sentence: 'We will know that we are living under this value when...'"*¹

*"A good value is biblical, it creates passion, it is shared with others, it is constant, it can be expressed clearly, it is consistent with other values, and it can be implemented."*²

As an example, here are the core values of the Multiplication Network:

- **CHRISTIAN INTEGRITY**
We aim to obey the teachings of Jesus Christ as taught in Scripture in an atmosphere of discipleship and grace (Ephesians 4).
- **TEAM LEADERSHIP**
We aim to serve others as we rely on the Spirit of Christ, maximizing the gifts and contributions of all team members (Philippians 2).

¹ Blanchard, Ken and Hodges, Phil. *Lead Like Jesus*. Thomas Nelson, 2005.

² Malphurs, Aubrey. *Values-Driven Leadership*. Baker Books, 1996.

- **EXCELLENCE IN MATERIALS AND TRAINING**
We aim to produce excellent training materials and to hold official training events that can be described as being of high quality (Ephesians 6:6-8).
- **REPRODUCIBILITY AND EASY ACCESS**
We aim for the training materials and trainings to be accessible to all who wish to use them, through a website that is easy to navigate and through continuously expanding our geographic presence through the multiplication of leaders (2 Timothy 2:2).
- **RESPONSIBLE STEWARDSHIP**
We aim to provide clear accountability and transparency of our ministry before God and others, being good administrators of the ministry's resources and finances (1 Chronicles 29:10-14).

C. THE IMPORTANCE OF VALUES

1. Often conflicts emerge in churches because of different **EXPECTATIONS**.
2. Most strategic planning efforts fail because the values were not clarified at the **BEGINNING** of the process.
3. Values are the **BRIDGE** between what is said and what is done. They are also the bridge between beliefs and behavior.

Remember | If the values in the group differ significantly, no plan of action can be implemented effectively. Without defined and agreed-upon values, there will not be unity in the church.

ACTION POINTS

1. Make a list of principal biblical values. In what way are these values present in the new church? Ask the participants to place similar values together.

2. Make a list of possible core values. Make sure that these values reflect a specific action.

3. Organize the list in order of priority. Describe each value with concrete examples of behavior. Ask the participants to write no more than seven values.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____

SESSION 3

IDENTIFYING THE MISSION

*“Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit...”
Matthew 28:19 (NIV)*

A. DEFINITIONS

*“A mission statement tells **HOW** your organization achieves its vision. It puts ‘legs and feet’ to the vision.”
Renée N. Hale, MissioDei Partners*

The mission is not the same as the vision. The mission refers to the ways the church will make the vision a reality.

B. ELEMENTS

A mission statement must answer three questions:

1. To whom do you minister?

You need to consider the following characteristics of the people to whom you aim to minister:

- Age
- Income level
- Family size
- Ethnicity and national origin
- Level of academic preparation
- Typical occupations
- Family and social groups
- Hobbies and social activities

You should also consider the percentages of different groups in your target population, such as:

- Single, married, single parents, widowed, divorced
- Families in which both spouses work outside the home vs. one spouse works outside the home
- Homeowners vs. renters

Objectives:

The participant will...

- Understand the importance of defining the mission.
- Recognize the difference between vision and mission.
- Write a mission statement or revise an existing vision statement.

Tip for the leader:

This is a model of a survey that can be used to better understand your target group and its needs:

- Are you an active member of a local church?
- What do you believe to be the greatest need in this community?
- Why do you think most people do not go to church?
- If you were looking for a church in the area, what kinds of things would you look for?
- What advice would you give me as the pastor of a local church?
- What could I do for you?
- Are you interested in getting more information about our church?

The mission of a church is unique:

Two churches cannot have the same mission statement because the answers to the three basic questions will be different in each case. This allows the presence of two or more churches in the community, each with a different ministry, reaching out to different people and meeting different needs.

2. What are the NEEDS to be met?

This question must be followed by others:

- What is the Good News for the people you seek to reach?
- What needs can your church alone meet?

3. How can you ACCOMPLISH your mission?

Answer this question by:

- Defining strategies to attract your target group
- Identifying the types of ministries that will satisfy the needs of this group
- Defining how the church will care for and multiply its disciples and deciding when to begin

Examples of mission statements:

"The mission of Vida Cristiana is to serve the Spanish-speaking part of the body of Christ through prophetic leadership, relevant teachings, and news of what the Holy Spirit is doing around the world in order to help us become builders of bridges in the international community."
(Advertisement seen in Charisma magazine)

"Our Hispanic Ministry exists to equip Hispanic churches to seek the lost and to make new disciples throughout the generations through consulting, publications and resources."
(Christian Reformed Church of North America)

"[Our] church exists to strengthen the Hispanic families in the Tacoma, Washington area spiritually, emotionally, intellectually, and physically, equipping them for spiritual development in an atmosphere of trust."
(The Rock Church, Open Bible Church)

C. THE BIBLE AND THE MISSION OF THE CHURCH

Reflect on these passages from Scripture that describe the purpose of the church.

Luke 24:46-48

Acts 2:42-47

Galatians 6:10

Ephesians 4:3-4

1 John 2:3-6

1 John 4:7-12

Leaders:

Ask participants to complete this exercise in pairs or in small groups.

D. WHY IS A MISSION STATEMENT IMPORTANT?

1. What might happen if a church's mission is not clearly defined?

- Lack of **FOCUS**
- Constant **CONFUSION** over what should be done
- **FRUSTRATION** that the church isn't moving toward its vision
- More **DISAGREEMENTS** between members of the leadership team

2. Benefits of a Mission Statement

- Tasks are clearly **LINKED** to the vision/goal.
- Leaders know what needs to be done and don't **WASTE** time on non-essential tasks.
- Leaders don't argue repeatedly about what needs to be done.
- Tasks that don't lead to the vision can be **ELIMINATED**.

E. USING YOUR MISSION AND VISION STATEMENTS

1. Study and **MEMORIZE** the vision and mission statements, and motivate your team to do the same.
2. **FRAME** the statements and put them on the wall of your office, at home and at church.
3. **INCLUDE** them in the church's operations manual.
4. **REPEAT** them over and over until they are internalized by everyone on the ministry team.
5. **REVIEW** them regularly to make sure you are staying on track

ACTION POINTS

1. Write a one-sentence response to the question, "Why is this church here?"

2. Write your mission statement by listing a) whom you wish to reach with the gospel, and b) the tasks your church will carry out to make its vision a reality (with God's blessing).

3. Evaluate your mission statement by asking the following questions:

- a. Does it identify your ministry's target group? [If you have already identified your target group, it is an excellent time to analyze what you really know about that group.]
- b. Does it clarify the needs that your ministry aims to fulfill?
- c. Is it in line with what Scripture teaches? Is it lasting? Is it concise? Can it be memorized? (If necessary, rewrite the mission statement to meet these criteria.)

4. Develop a slogan that summarizes the mission statement in five to ten words.

5. List several ways to communicate your mission statement.

SESSION 4

COMMITTING YOURSELF TO PRAYER AND THE WORD

“Devote yourselves to prayer, being watchful and thankful. And pray for us, too, that God may open a door for our message, so that we may proclaim the mystery of Christ, for which I am in chains.”
Colossians 4:2-3

“...from infancy you have known the holy Scriptures, which are able to make you wise for salvation through faith in Christ Jesus. All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the man of God may be thoroughly equipped for every good work.”
2 Timothy 3:15-17

God's truth is found in the Bible.

God has chosen to **COMMUNICATE** with humankind and to make his will known through his Word.

Prayer is an essential practice to strengthen one's relationship with God and relationships within the body of Christ. First of all, in prayer we share ourselves with God and listen to him. Secondly, when Christians pray with each other the communion between them is deepened.

“Prayer is not preparing for battle. Prayer is the battle.”

“The Bible is the food of the wrestlers...’ It is not merely for those who meet in pious circles for their own edification, but for those who are engaged in a struggle of prayer and in the battles of faith in the world. Bible study as an end in itself will grow dull. However, those involved in any fight need digestible and nutritious food. It is not the quantity of food we eat, nor the amount of Bible knowledge that we acquire that feeds us, but rather the amount that we digest.”¹

Objectives:

Participants will...

- Describe their present practices of prayer and Bible study.
- Identify their areas of growth in prayer and Bible Study.

¹ Weber, Hans-Ruedi. *The Book that reads me*. WCC Publications, 1995.

Regarding ways to pray in a group, we offer the following suggestions:

- After a time to ask about specific needs, encourage members to pray for the person on their right or left, so that everyone can pray for another.
- Put a member who has a special need for prayer in the center of a circle, and have the others pray for him/her.
- Take 5 to 10 minutes to write a prayer and then read it.

During the time of prayer and petitions, encourage people to take advantage of the silent periods and use them as a space for reflection and thanksgiving to God.

A. DUTIES OF THE CHURCH PLANTER

1. Commit yourself to the SPIRITUAL DEVELOPMENT of the core group.

- a. Make sure that prayer and Bible reading are an important part of each member's life.
- b. Emphasize that each member should pray daily for non-Christians.

2. MOTIVATE your team for biblical training.

- a. Be an example of continual biblical training through either formal or self study Bible courses.
- b. Find ways to actively participate in the biblical training of your core group:
 - Tell them about training opportunities
 - Provide economic support for training
 - Take time to talk about what they are studying

3. Mobilize a team of INTERCESSORS.²

- a. Make a list of interested people and invite them to join your intercessory team. Remember to address the topics of confidentiality, communication, and expectations.
- b. Pray for your intercessors at least once a week.
- c. Connect with them personally at least once a month to encourage them, to share answers to prayer and special needs, and to find out if they are actively praying or if you should find others.

4. Keep prayer central.

- a. Present EXAMPLES of prayer in the new church.
 - Within the church service, prayer should be simple, with a contemporary vocabulary and full of faith.
 - Pray with people when the opportunity presents itself, including during every session of discipleship or counseling. This is an aspect of praying without ceasing.
 - Pray using the A, B, C's of prayer: Audible, Brief, and Christ-centered.

² Adapted from Pfaff, Nancy. *Church Resource Ministries*. Reno, NV.

- b. Always celebrate **ANSWERS** to prayer. There is nothing more encouraging than to see how God is answering your prayers. When you celebrate, be creative, thankful, and humble.

Remember | There is no one right way to pray. Be creative when praying. Also, remember to pray slowly, choosing your words with care and being conscious of what you are saying. This will help you to avoid using God's names as "crutches" during the prayer and will allow for a more conversational form of prayer.

B. THE RESULTS OF PRAYER AND BIBLE STUDY

Read the following texts and identify what God does when we pray and study his Word.

Joshua 1:8

Psalms 40:1-3

Psalms 119:105

Matthew 4:3, 4

Matthew 7:7-11

Philippians 1:9-11

ACTION POINTS

1. Make a list of principal biblical values. In what way are these values present in the new church? Ask the participants to place similar values together.

2. Make a list of possible core values. Make sure that these values reflect a specific action.

3. Organize the list in order of priority. Describe each value with concrete examples of behavior. Ask the participants to write no more than seven values.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____

SESSION 5

BUILDING TEAM

“... always pray with joy because of your partnership in the Gospel...”
Philippians 1:4-5

“... the body is not made up of one part, but of many...”
I Corinthians 12:14

A. THE IMPORTANCE OF BUILDING A TEAM

The cells of the human body reproduce or die. In a similar way, within the church of Christ, if you do not develop disciples and involve others in your ministry, it will not grow.

No pastor can do all the work necessary to start a church. Trying to do everything on your own will lead to exhaustion on your part and frustration on the part of others whose gifts are not being used.

After you have defined your vision, identified your mission, and clarified your values, the next step is to train a core group to establish the new church. (In some cases a core group will leave one church to start another. Then the core group can work together on the vision, mission and values.)

There are several ways to recruit and train people to join with you to start a new church. Ideally, the people whom you evangelize will become disciples and part of the core leadership group. You can recruit others to be a part of your core group as well. Together you will begin the new church.

B. BEST PRACTICES IN LEADING A TEAM

1. Make sure the **VISION**, **MISSION** and **VALUES** are defined and in writing and that the people on the team understand and agree with them. Review the vision, mission and values regularly to make sure decisions are made with them in mind and that you are moving toward the vision.

Objectives:

Participants will...

- Understand the importance of working with a team.
- Become aware of best leadership practices.
- Reflect on their prior experiences in leading a team and determine the next steps in developing a team.

2. **SHARE** the ministry as a team. Pray together and discuss strategies for different tasks of the ministry (following up with new Christians, connecting with non-Christians, etc.)
3. **IDENTIFY** the gifts of each person on the team. Identify their strengths and areas where they need to grow. Assign tasks that correspond to team members' gifts.
4. Assign your team members increasing levels of **RESPONSIBILITY**. This will prepare them to take on future tasks.
5. **ENCOURAGE** your team constantly and lend them a hand when needed. Thank them and praise them in public and in private.
6. **TRAIN** your team individually and as a group. In starting a church, dedicating time to training leaders is essential for the success of the church. Help team members work on their weaknesses one at a time—not all at once.
7. While it is important to have your spouse be supportive of the new church and use his or her gifts to help it grow, we recommend that your spouse not be part of the leadership group. This will help you set healthy boundaries between the ministry and your home life. In some contexts it is ok.
8. **COMMUNICATE**, communicate, communicate. Take time to speak with the entire team and also with each member one-on-one. Let the team know that you are available if an issue or a need arises.

C. DEALING WITH PROBLEMS

1. When asking people to be part of the team and they are not able to do so at that point in time, remember that a “no” can be a “NOT YET”.
2. When facing a difficult decision, first have the team **PRAY** together. Then review the vision, mission and values so that the decision is made with them in mind.

3. **RESOLVE** conflicts as soon as you detect them. Give people opportunities to express themselves and make sure people listen carefully to one another. Model good listening.
4. Do not promise what you cannot deliver. If you see there is something you have said you would do but haven't been able to do, be honest about it and apologize right away.

D. EIGHT CHARACTERISTICS OF SUCCESSFUL TEAMS¹

Successful teams have...

1. Clear and inspiring **GOALS**. When everyone is working toward a well-known goal, the team's energy increases and the team's common purpose is strengthened.
2. A **STRUCTURE** designed to achieve results. The team should be organized in a way that facilitates success.
3. **COMPETENT** team members. A winning team has people who know their responsibilities and their work very well.
4. A **SHARED** commitment by team members. Team members understand that sometimes they must sacrifice individual preferences for the good of the team.
5. A **COLLABORATIVE** environment. The working environment must promote good communication and the desire to collaborate.
6. A standard of **EXCELLENCE**. Strong, efficient teams are not satisfied with the mediocre. They aim for excellence in their work.
7. External support and **RECOGNITION**. Teams that get support and affirmation from others tend to do better in meeting their goals.
8. **PRINCIPLE** - based leadership. When the leaders make their decisions based on jointly agreed-upon principles, they gain confidence and the team works better and achieves its goals.

¹ Larson, Carl and Frank LaFasto. *Teamwork: What Must Go Right/What Can Go Wrong*. Sage Publications, 1989.

ACTION POINTS

In groups of three or four people, do the following:

1. Make a list of things that hinder successful teamwork.

2. Give an example of a time when you...

- Involved others in making a decision.
- Gave another person an opportunity to use his or her gifts in ministry.
- Helped people work through a conflict.
- Did not lead a group well—what happened?

3. What are the next two steps you need to take to develop your leadership team?

a.

b.

SESSION 6

EVANGELIZING EFFECTIVELY

“Those who had been scattered preached the word wherever they went.” Acts 8:4

A. COMMITMENT TO EVANGELISM

The last commandment that Christ gave us before ascending to heaven—*“Go and make disciples of all nations”* (Matthew 28:19)—should be the first priority of any church. In the process of making disciples, as the Apostle Paul said, one person plants and another waters, but God makes things grow (1 Corinthians 3:6-7). This still occurs today. One person gives an initial presentation of the Gospel, while others follow up with further explanations and answers to questions, but God continues to be the one who changes hearts and adds people to his family. The church is still the instrument that God uses to find the lost and to disciple them.

The Apostle Paul refers to the elect, whom God called from before the founding of the world (Ephesians 1:4). Since we do not know who the chosen are, we proclaim the Good News to the whole world, knowing that God will work in people's lives, causing them to respond positively to the Gospel. We are God's instruments in this process as we go and make disciples of all nations.

Because God is at work, churches can expect **GROWTH**—more people coming to know Jesus as Savior and living in obedience to him. It is regrettable that there are many churches whose expectation is so low that they always succeed: they simply do not grow.

B. KEY PRINCIPLES FOR EVANGELISM¹

- Go out to find the lost (don't wait for them to come to you!).
- Value what God values.
- Understand the perspective of those you are trying to reach.
- Care for the spiritually needy.
- Adapt methodologies, not the message.

Objectives:

Participants will...

- Learn key principles for evangelizing effectively.
- Define their specific audience and ways to reach them with the gospel.
- Identify their personal preferred styles of evangelism.

¹ Malphurs, Aubrey. *Planting Growing Churches for the 21st Century*. Baker Book House, 1998.

- Seek fertile ground to deposit the message (find people prepared by the Holy Spirit).
- Clearly communicate the Gospel in ways that make sense.
- Fish with many fishing poles: share the Gospel with many people in many ways—through words, actions, a variety of events, etc.
- Accompany evangelism with prayer.
- Seek disciples, not just decisions.
- Work through existing and natural relationships.

C. FOCUS ON THE AUDIENCE

Concentrate on reaching a specific group of people to evangelize. This is a biblical principle and it is practical. Just as God became incarnate in the person of Jesus to **IDENTIFY** with human beings, so through the church (the body of Christ) Jesus becomes incarnate in a particular community, identifying with its needs and bringing it a holistic Gospel.

Some people resist the idea of focusing on a specific group. However, the Apostles Peter and Paul did so. One was called to be a missionary to the Jews and the other a missionary to the Gentiles. And while they did not exclude anyone when preaching the Gospel, it is also true that they were trying to reach a specific audience.

Having a clearly defined target group makes it easier to make decisions about how to carry out the ministry.

Go back to the mission statement you wrote in Session Three (p. 19). What groups are you seeking to reach with the Gospel?

What will be the most effective ways to share the Gospel with them?

What are some ways to evangelize that probably won't work well for these groups of people?

D. PLANNING FOR EVANGELISM

The main work of those starting a new church, especially in the beginning, must be evangelism. Strong churches are intentional about evangelism, and they maintain that focus with an ongoing evangelism program.

For evangelism to be a priority, it needs to be a part of the plan. Make sure that there is a **BUDGET** line item for evangelism activities and that they are scheduled on the **CALENDAR**. Sharing the Gospel with people cannot be something that only happens occasionally.

E. PERSONAL EVANGELISM STYLES

When discussing evangelism in the context of starting new churches, people wonder: *"What is the best way to evangelize? What produces the best results? What approaches should we use?"*

The truth is that there is no magic formula that solves all our evangelistic challenges. Those starting a new church must find the appropriate methods and put them into practice.

We suggest that you take the following survey on Evangelism Styles and that you encourage the people on your leadership team to take the survey as well. Look for ways to match the approaches that will work best with your audience and with you and your team's preferred evangelism styles.

Note | If time permits and if the workshop leader tells you to do so, read point D of Appendix I: Evangelism.

SURVEY ON EVANGELISM STYLES

Write your answer to each of the 36 descriptions, depending on how much it applies to yourself:

1 = NONE

2 = VERY LITTLE

3 = SOMEWHAT

4 = A LOT

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| 1. | In conversations, I like to approach topics directly, without talking a lot or making small talk. |
| 2. | I have a hard time leaving a bookstore or library without a pile of books that help me to understand the topics that society is debating. |
| 3. | I often share stories of personal experiences to illustrate a point I am trying to communicate. |
| 4. | I am someone who likes people; I value friendship a lot. |
| 5. | I enjoy including or adding new people to the activities in which I am involved. |
| 6. | I see needs in other people's lives that others often do not see. |
| 7. | I am not afraid of putting people in their place if necessary. |
| 8. | I like to analyze things. |
| 9. | I often identify myself with other people, using phrases like "I thought the same thing" or "I've felt the same way." |
| 10. | Other people have commented on my ability to make new friends. |
| 11. | To be honest, even when I know the answers, I am more comfortable when someone who is more qualified than I explains Christianity to my friends. |
| 12. | I feel most satisfied helping others if it is not something done in public. |
| 13. | I don't have any problem confronting my friends with the truth, even if it means risking the relationship. |
| 14. | I focus very naturally on conversations about people's progress (or lack of progress) in their spiritual lives. |
| 15. | When I tell people how I became a Christian, I find that they are interested. |
| 16. | I prefer to discuss personal matters rather than theological concepts. |
| 17. | If I know of a quality evangelistic event that my friends will enjoy, I make every effort to invite them. |
| 18. | I prefer to show my love through my actions more than with words. |

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| 19. | I believe that true love many times means telling someone the truth, even if it hurts. |
| 20. | I enjoy discussing and debating difficult questions. |
| 21. | I share my mistakes with others, especially when it helps them relate to the solutions that I've found. |
| 22. | I prefer to be involved in discussions about people's lives before discussing the details of their beliefs. |
| 23. | My tendency is to wait to invite people to special evangelistic events, like concerts, dinners, campaigns, etc. |
| 24. | When people are spiritually closed, I have found that my silent demonstrations of Christian love sometimes make them more receptive. |
| 25. | A motivation that describes me is "doing something significant, even if it implies risks, but doing something." |
| 26. | I am often frustrated with people who use weak arguments or poor logic. |
| 27. | People seem interested in hearing stories of what has happened in my life. |
| 28. | I enjoy talking with my friends. |
| 29. | I am always looking to link the needs and interests of my friends with different events or books that they can take advantage of and will enjoy. |
| 30. | I prefer to help a person in Christ's name than to be involved in religious discussions. |
| 31. | Sometimes I get in trouble for my lack of sensitivity and tact, and for the way in which I interact with other people. |
| 32. | I like to hear and understand the reasons for other people's opinions. |
| 33. | I am still surprised with the way that God drew me to trust in Him and I am motivated to share it. |
| 34. | Generally people consider me to be sociable, sensitive and friendly. |
| 35. | Something exciting in my week would be to take a guest to a special event at church. |
| 36. | My tendency is to be more practical and action-oriented, instead of being oriented toward philosophical ideas. |

Now transfer your answers to the numbered boxes of the next page, and add up the totals of each column.

| CONFRONTATIONAL | INTELLECTUAL | TESTIMONIAL | PERSONAL | INVITATIONAL | SERVICE-BASED |
|-----------------|--------------|-------------|----------|--------------|---------------|
| 1 | 2 | 3 | 4 | 5 | 6 |
| 7 | 8 | 9 | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 |
| 31 | 32 | 33 | 34 | 35 | 36 |
| TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL |
| | | | | | |

EVANGELISM STYLES

- CONFRONTATIONAL** | Theme verse: II Timothy 4:2 Biblical example: Peter, Acts 2:14-23.
- INTELLECTUAL** | Theme verse: 2 Corinthians 10:5. Biblical example: Paul, Acts 17:18,22.
- TESTIMONIAL** | Theme verse: I Juan 1:1-4. Biblical example: The man born blind, John 9:10,15.
- PERSONAL** | Theme verse: I Corinthians 9:22. Biblical example: Matthew, Luke 5:27-29.
- INVITATIONAL** | Theme verse: Luke 14:23. Biblical example: The woman at the well, John 4:28-30.
- SERVICE-BASED** | Theme verse: Matthew 5:16. Biblical example: Dorcas, Acts 9:33,36.

SESSION 7

PLANNING STRATEGICALLY

“But everything should be done in a fitting and orderly way.”

1 Corinthians 14:40

A. WHAT IS STRATEGIC PLANNING?

Strategic planning can be defined as *“The process by which the members who run an organization anticipate their future and develop the operations and procedures necessary to achieve that future.”*¹ It can also be defined as starting with an end in mind and taking the necessary steps to achieve that end.

Some leaders believe that planning is not spiritual because they think it keeps them from being guided by the Spirit. They say that strategic planning doesn't leave room for the sovereignty of God or for the spontaneity of the Spirit. However, we are responsible to God for good stewardship of the resources he has placed at our disposal, and planning plays an important role in this stewardship. We must always accompany planning with prayer, asking God to guide us in the decisions we make.

B. PLANNING HAS BIBLICAL PRECEDENTS

There are many examples of planning in the Bible. For example, in Genesis 41, God revealed to Pharaoh that there would be seven years of abundance followed by seven years of famine. This enabled Pharaoh to plan ahead in order to save lives. In Exodus 18, Jethro helped Moses reorganize the work of judging the people. Moses had the right goal (to guide Israel), but he was doing all the work alone. This was not morally wrong; but he was exhausted because he was using the wrong method. His father-in-law gave him a pragmatic solution: to appoint judges over thousands, hundreds, fifties, and tens. Moses did this, and God blessed the nation (read Exodus 18).

Objectives:

Participants will...

- Review biblical examples of planning.
- Learn the basic steps of starting a church.
- Develop a plan for an opening worship service for a new church.

¹ Goodstein, D. Leonard, Timothy M. Nolan and J. William Pfeiffer. *Applied Strategic Planning*. McGraw Hill, 2004.

The book of Proverbs has several passages that refer to planning:

- *"...Those who plan what is good find love and faithfulness."* (Proverbs 14:22)
- *"Plans fail for lack of counsel, but with many advisers they succeed."* (Proverbs 15:22)
- *"Commit to the Lord whatever you do, and your plans will succeed."* (Proverbs 16:3)
- *"In his heart a man plans his course, but the Lord determines his steps."* (Proverbs 16:9)

The book of Nehemiah tells how Nehemiah planned and led the rebuilding of the wall of Jerusalem. For example, he anticipated the needs before he left—what he would need for the journey to Jerusalem and materials for the city—and so was able to obtain letters from the king for protection and for lumber from the king's forests (Nehemiah 2:7-8).

The New Testament also talks about strategic planning. In Luke 14:28-32, Jesus highlights the importance of good planning when building a tower or planning for war. He then applies this to people who are considering following him, advising them to count the cost before becoming his disciples.

We suggest that you have participants follow these steps in groups, with the goal to plan the opening service of a new church. After they have followed the process, have the groups share their plans. For this exercise you will need sheets of paper, tape, and markers.

C. A MODEL FOR PLANNING

1. THE PROCESS

- a. The leader will provide each group with a main goal for this exercise. In your group, develop a list of the main component areas that will be involved in reaching your goal.
- b. Using a sheet of paper for each component area, write down 5-10 tasks related to this area.
- c. Tape the ideas onto a blackboard or wall in logical sequence. Use new pages to add more ideas, filling in the related tasks.
- d. Identify the highest priority areas.

- e. Organize the ideas in chronological order, verifying that each task has sufficient time allotted for completion.
- f. Place asterisks next to tasks that could be delegated. Record the names of those responsible for each task.
- g. Determine additional resources needed: budget, materials, resources, etc.

2. ADVANTAGES OF THIS METHOD

- a. It can be done individually or as a group.
- b. It allows you to work on the entire plan without getting lost in the details.
- c. It helps you to identify what you need help with.
- d. It permits you to change the sequence of tasks by simply moving the sheets of paper around.
- e. You can turn the list of tasks into a checklist to help you monitor progress as you carry out the plan.

D. PLANNING PRINCIPLES FOR PLANTING CHURCHES²

1. **Skills and knowledge.** A person can “know” a lot about planting churches, but what matters is whether he or she can put this knowledge into practice. Like any skill, starting a church requires continual practice.
2. **Begin with the end in mind.** You must always have your end goal in mind as you carry out the steps to start a new church. All the steps are related to each other and are designed to lead toward a new church.

² DeVries, Timoteo. *¿Qué Debo Hacer para Sembrar una Iglesia?* Wagenveld, J., Ed. “*Sembremos Iglesias Saludables*”. FLET/UNILIT. pp. 321-327.

3. **"Just in time" training.** You aren't going to know everything you need to know about starting a church until you're actually doing the work. The important thing is to have a sense of the general steps in the process; then you can determine when the right time is to implement each step and how to go about doing it.
4. **Practice and repeat what works in the context.** If you find something that works well, continue to do the same thing. For example, if you've found an effective way to present the Gospel in your context, you don't have to keep coming up with new ways of doing it.
5. **Measure your progress.** The work should be measured in some way so you can know whether what you're doing is effective and productive. You can measure the number of new contacts and how you contacted them, the number of people coming to the worship services, etc.
6. **"Ready, Fire, Aim".** The most important thing is to get working. Then you can make adjustments to your plan as you go. Don't spend all your time talking and planning and never acting.
7. **The centrality of the Word.** All of the steps you take in starting a new church should, ideally, lead new people to develop an intimate relationship with God. This relationship comes through hearing, reading, studying, and receiving God's Word. (Mark 4:1-20)

Ask participants to share their ideas for making contacts with people.

Ask each participant to identify which of these is the most difficult for them and who they could ask for help with it.

E. BASIC STEPS FOR STARTING A NEW CHURCH³

1. **Make new contacts.** There are many methods that can be used to make new contacts. The church planter should know, for example,
 - Where and how to get to know new people
 - How to start a conversation
 - How to steer the conversation to spiritual issues
 - How to lead the new person into a relationship with Christ and his Word

³ Ibis. p. 327-355.

The best methods are those that provide an opportunity to foster long-term relationships. Every church planter should be open to trying out many different ways to evangelize.

Some possible strategies include: Conversations with people in the community, service projects, open-air services, films, special celebrations, an evening for married couples, etc.

2. **Start small groups for Bible study.** After making new contacts, the church planter needs to get to know them better and help them to understand the Gospel message more deeply. Small groups were very important in the life of the early church. In Acts 20:20 we see that the early church met in large groups in the temple, and in small groups in different people's homes. A small group is the best way for new people to be discipled. In addition, it is a safe and familiar place, with little pressure, where new leaders can be identified and trained. Group members can be taught the skills for leading a small group and can soon be leading their own groups.
3. **Encourage people to commit to membership.** This step is often the most neglected among church planters. How can you create a church without members? Keep in mind that commitment to the church is different from a decision to accept Christ. It is much easier for people to go to the altar and accept Christ than to make a public, permanent commitment to being a member of a church. Membership is also vital to the development of new leaders. A common mistake is to put people in leadership positions who have not yet made a public commitment to join the church as official members.
4. **Begin worship services and community outreach.** Services can be started as soon as you have a core group of people and a place to meet. No matter what church planting pattern you follow, the most important thing is that once you begin to worship, do not stop. Remember, perseverance is the mark of the church planter. In worship you are proclaiming publicly that the Body of Christ is present in that place. Plan the first worship service in the community as thoroughly as possible and publicize the time and place.

A church planter should:

- a. Lead studies on one of the gospels and an overview of the Bible, basic biblical doctrines, and basic doctrines of the church. The sections of the Apostles' Creed provide an excellent overview of the main doctrines of the church.
- b. Invite the disciples to make a new commitment to the Lord and prepare them to become members of the new church.
- c. Teach about and administer baptism.
- d. Teach about and administer the sacraments.

Basic format for small groups:

- a. Open with a 'get to know you' question or ice breaker (something that is not too personal).
- b. Lead the study, using questions to encourage lots of participation.
- c. Invite people to share prayer requests and answers to prayer.
- d. Pray for the requests.

The process of training leaders is like this:

- a. I do it; you observe.
 - b. You do part; I help you.
 - c. You do it all; I help you reflect on how it went.
 - d. Both you and I find someone else to train.
5. **Develop leadership.** The next step is to develop leadership. All members of the new church possess spiritual gifts that can be used; the key is to discover what these gifts are. Leadership must be the product of God-endowed gifts rather than man-determined appointments. The best way to train a leader is to accompany them personally and to dedicate the time needed to contribute to their growth in all areas of life.
 6. **Serve the community.** Ministering to the community is one of the best ways to help people know who you are and see that you are Jesus' hands and feet in that area. God is concerned about the whole person and calls his church to meet people's physical needs as well as their spiritual needs (James 2:14-26). As the community sees Christians in action, people become more open to hearing about Jesus.

ACTION POINTS

Decide what should be done during the next three months:

1. How will you make new contacts?

2. Who can you invite to participate in a small group, cell group, or Bible study group?

What type of study will you do?

3. Who is ready to be invited to learn about being an official member of the new church?

How will you explain to them what membership means?

4. Who should you be training for leadership, and how will you train them?

5. What are your plans for worship services and community service?

SESSION 8

DESIGNING AN EFFECTIVE MINISTRY

“Each one should use whatever gift he has received to serve others, faithfully administering God’s grace in its various forms.”
1 Peter 4:10

A healthy Church, led by the Holy Spirit in mission, knows how to incorporate new believers into the church, receiving new people in love as well as providing ways for them to use their gifts in ministry. In this way, new believers grow and have a sense of belonging and purpose. This session will first help you understand the church as a system and then enable you to design a process to move people from initial contacts with the church to maturing in the church and then becoming involved in ministry.

This section is only an initial introduction to the church as a system. The Multiplication Network presents more detailed information on this topic in the *Strengthening Your Church workshop*.

A. THE CHURCH AS A SYSTEM

In science and medicine, people have observed that the human body is a single unit that is made up of several subsystems: the circulatory system, the nervous system, the skeletal system, the digestive system, the respiratory system, etc. These subsystems are interdependent and interrelated—when there is a change in one of them, there is often a change in another. In addition, the person is also affected by the environment in which he or she lives. In order to prevent, diagnose, and treat illnesses and to promote the well-being of the patient, a good doctor understands the importance of knowing what is happening in the different systems within the person as well as what is happening outside in the environment.

We can think about the church in a similar way. The church is a unit made up of many subsystems, existing in a particular environment. By knowing about the parts of a church’s life and how they interact with each other, and by understanding the context in which the church exists, leaders can make wise decisions and help the church to grow.

Objectives:

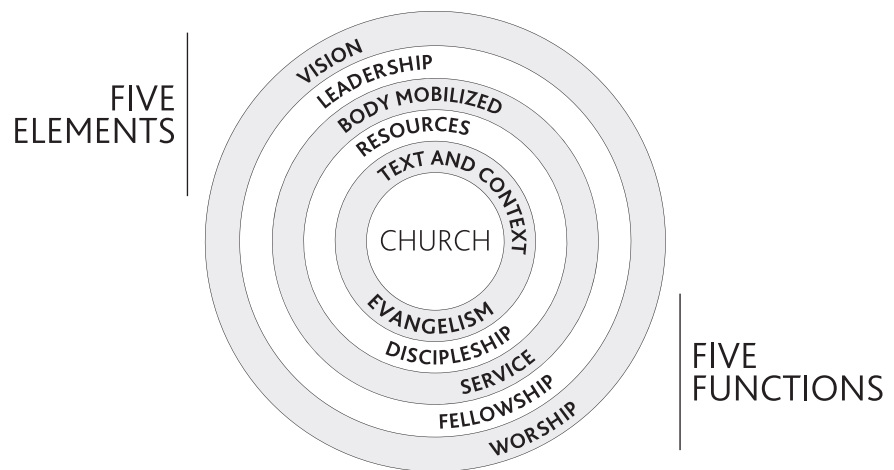
The participants will...

- a. Understand the concept of systems and how it relates to starting a new church.
- b. Learn the five vital elements and five key tasks of a healthy church.
- c. Design a process for moving people from initial encounters into maturity and ministry.

Key principles of systems as they relate to starting a church:

- Healthy leaders understand that the Church is both living organism and structured organization. Leaders must keep in mind the whole church while working on each individual part. The wise leader sees the trees without losing sight of the forest.
- The role of leaders is to mobilize the ministering body (all the members) to carry out its God-given tasks in its context for God's glory and the extension of God's Kingdom. The leaders oversee the use of resources and the functioning of the different subsystems of the church (educational ministry, music ministry, women's and men's ministries, etc.)

These are ten essential aspects of a church's life, which are crucial for the health of the church. There are other factors that have an impact on the growth of the church, such as its structure, programs, and communication, and the community and spiritual context in which it finds itself.



FIVE ESSENTIAL ELEMENTS

VISION: The church sees clearly what God wants it to be and do as the Body of Christ. The congregation aligns itself with God's redemptive purposes—to bring wholeness to every area of life through Jesus Christ—in a particular community.

THE LEADERSHIP TEAM: The leaders in the church are called by God to their positions. It is their job to understand the vision of the church, to communicate the vision clearly to the congregation, and to organize the Body of Christ to make the vision a reality.

THE CHURCH MEMBERSHIP: The church members work together, using their gifts responsibly both in the congregation and in the Community, led by the Holy Spirit.

RESOURCES: The church leadership personally and in the church models good stewardship. They challenge members to be good stewards of their possessions and property. The church uses its resources of time, talent, and treasure to carry out the work of the Kingdom of God in the church itself and in the community.

TEXT AND CONTEXT: The church understands its context (for example, the cultural, religious, economic, geographical and social aspects) and knows how to communicate God's word in ways that make sense to the hearers.

FIVE ESSENTIAL TASKS

EVANGELISM: The church announces the good news of the Kingdom in word and action. The church invites people to be disciples of Jesus and it points to the new creation.

DISCIPLING: The church helps people to see Christ clearly as he is revealed in Scripture, to know his will for them, and to follow him in all aspects of life, guided by the Holy Spirit.

SERVICE: The church meets the needs of people and the community in the name of Christ in a holistic manner, inviting people to be Christ's disciples.

FELLOWSHIP: Members show each other the love and compassion of God, sharing each other's joys and burdens. A life of prayer binds the community together.

WORSHIP: The church meets as the family of God, responding to God's goodness and greatness with praise, confession, and thanksgiving; hearing his Word; and committing themselves to a life of service for God's glory.

The church planter works with the leaders as together they oversee these ten aspects of the church's life.

This section gives another framework of subsystems that churches can use to organize their work on the key tasks.

B. THE CHURCH AS A SYSTEM¹

In his book *High Impact Churches*, Linus Morris shares nine essential characteristics that he has observed in outstanding and growing churches. We can look at these characteristics as subsystems of a church:

1. **AN INTERCESSION SYSTEM.** The most critical system is that of intercessory prayer. The congregation has times of public prayer; members and leaders have a rich personal prayer life; there are intercessors commissioned to pray for the ministry.
2. **AN EVANGELISM SYSTEM.** This includes pre-evangelism activities, personal evangelism, evangelistic events, and a worldwide vision.
3. **AN ASSIMILATION SYSTEM.** The goal of assimilation is to help new members to achieve their potential by involving members in appropriate ministries based on their spiritual gifts.
4. **A SPIRITUAL NUTRITION SYSTEM.** People receive spiritual nutrition through preaching and biblical teaching, small groups, and personal Bible study. People's faith is nurtured through the sacraments: Baptism and the Lord's Supper.
5. **A CELEBRATION SYSTEM.** This refers to the main worship service or meeting of the church. The main participants are the members. The pastor/teacher, worship leader, program director, musicians, teachers, and technical people play a supporting role, assisting the congregation as it hears and responds to God.
6. **A LEADERSHIP TRAINING SYSTEM.** The team of leaders can include pastors, elders, deacons, and other leaders. The responsibility of the leadership system is to share the vision with the rest of the body and to mobilize members for ministry.

¹ Morris, Linus. *The High Impact Church: A Fresh Approach to Reaching the Unchurched*. Gospel Light Publications, 1998.

- 7. AN ADMINISTRATIVE SYSTEM.** A competent administrative system identifies the vision, sets goals, and makes plans to achieve those goals. Leaders gather necessary information and consider the starting point, where the church needs to go, and how to get there. They make the best use of time and resources and evaluate progress toward each goal.
- 8. A COMMUNICATION SYSTEM.** As the congregation grows, leaders need to communicate more formally to prevent confusion and inefficiency. A communication team oversees how information gets to the members (for example, through announcements, bulletins, text messages, a webpage, advertisements, pamphlets, email, etc.).
- 9. A FINANCIAL SYSTEM.** Leaders responsible for administering the finances of the church use agreed-upon accounting procedures. Transparency of finances—openly sharing information about how the church's money is used—is crucial for the health of the church. Funds are used according to the church's budget, which is drawn up by the leaders and approved by the congregation.

ACTION POINTS

1. List of your ministry's main programs.

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2. List the programs under the appropriate category according to the main purpose of each program. Some programs may fit in more than one category. See below for a description of each category.

| ENFOLD PEOPLE | BUILD PEOPLE | EQUIP PEOPLE | MOBILIZE PEOPLE |
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1. **ENFOLD PEOPLE:** Ways you get people connected to your congregation, make them feel welcome, and invite them into relationship with Jesus Christ. Examples: special worship services, concerts, community service projects, friendships with non-Christians, door-to-door evangelism, etc.
2. **BUILD PEOPLE:** Ways you disciple people and help them grow in their faith. Examples: Bible-study groups, Sunday School, prayer partners, new members' class, women's ministry, men's ministry, mentoring relationships, etc.
3. **EQUIP PEOPLE:** Ways you help people identify and develop their gifts and ways you train people for specific ministries. Examples: evangelism workshops, classes on spiritual gifts, seminars on finances for families, training to lead worship or preach, training for small group leaders, guitar lessons, elder/deacon training, etc.
4. **MOBILIZE PEOPLE:** Ways people use their particular gifts inside and outside your congregation. Examples: meal preparation, visits to families, teaching, leading songs in worship, leading a class on a particular activity they are good at, having a soccer camp for neighborhood kids, cleaning the sanctuary, community service activity, etc. Almost anything that people are able to do can be incorporated into the ministry of the church!

We recommend that you repeat this process with the leaders in your church and determine the level of commitment required for each of your programs.

SESSION 9

OVERCOMING OBSTACLES

“In this world you will have trouble. But take heart! I have overcome the world.” John 16:33

The percentage of new churches that close their doors within the first two years is high. There are many reasons for premature closure: moral failures, poor strategies, and others. Here we will identify various causes of new church struggles and how to avoid them.

Sometimes the agenda of the church planter is different than that of some of the members of the core group. In other situations, the members of the core group do not know the leader's agenda and they may assume that they have the same ideas. Different agendas create conflicts, problems, frustration, and division. People who don't share the vision can, through their attitudes and thoughts, transmit their negativity to the group and can become a stumbling block to the church's mission.



Difficulties and conflicts can be overcome as we seek God's will together.

I appeal to you, brothers, in the name of our Lord Jesus Christ, that all of you agree with one another so that there may be no divisions among you and that you may be perfectly united in mind and thought. (1 Cor. 1:10)

Have the participants look at the picture of the young/old woman, and ask them what they see. Some will see only an old woman. Others will see only a young woman. Some will see both.

Explain that the same thing happens when we have discussions about the church. That is, each person perceives a situation from his or her own point of view and has a perception of what others should do. Therefore it is vital to keep going back to the vision, mission, and core values of the ministry when making decisions and dealing with disagreements.

Objectives:

Participants will...

- Identify factors that hinder the start and growth of a church.
- Reflect on their personal approach to conflict.
- Learn a process for dealing with conflicts.

When Paul refers to 'divisions' he means 'double vision.' It is not bad to have your own vision and goals. But it is bad if you focus only on your personal vision without respecting or considering the vision of the church body. A biblically based, common vision and a clearly defined mission can help prevent many disagreements if they are communicated repeatedly and if they serve as the basis for decisions.

Before reading this section, ask participants to list things that hinder the growth of a new church. Write these on a large piece of paper and then compare them with the factors identified here.

Divide the group into pairs and assign each pair one of the obstacles listed in section A. (Pick the particular obstacles that are most likely in your context.) Have the pairs come up with three ways the obstacle can be avoided or dealt with and then ask each pair to present their ideas.

Even when all agree on the vision, conflict is inevitable. The way conflict is handled will determine whether the core group will continue to move forward in achieving the vision.

A. FACTORS THAT HINDER THE DEVELOPMENT OF A NEW CHURCH

1. The leader does not have the right set of gifts to plant a church.
2. The lack of maturity of the core group.
3. Poor planning.
4. Lack of supervision, support and accountability among leaders.
5. Sin within the leadership.
6. Lack of funding.
7. Not understanding the target group.
8. Unrealistic expectations.
9. Loss of emphasis on evangelism and discipleship.
10. Lack of an overall structure for developing the ministry.

B. CONFLICT IN THE CHURCH

- Conflict is an inevitable and normal part of life.
- We can choose how we respond to conflict.
- The vision and mission can help us stay focused.
- We should allow people to leave if they are not in agreement with the vision and mission of the church.

Remember | It is not a sin for a leader to have a different perspective. The sin is to fail to deal with conflict in a biblical way.

C. CAUSES OF CONFLICT

1. **Unclear OBJECTIVES.** People don't know what the vision is or how to work toward it. The vision, values and mission aren't clearly defined and so misunderstandings occur between leaders. Everyone has a personal agenda, but the core leadership group should have a common agenda.

2. **COMMUNICATION** problems. The core group doesn't communicate the vision and mission or decisions well to the church. Members don't understand why certain decisions are made.
3. Differences in **METHODOLOGY**. Different people approach tasks and problems in different, sometimes incompatible ways.
4. Differences in **PERSONALITIES**. People have different ways of relating to each other and reacting in situations.
5. **SIN**. People say and do things that hurt others, sometimes without even realizing it.

D. WHAT DOES THE BIBLE SAY?

What do these texts teach about unity and dealing with conflict?

- *"How good and pleasant it is when brothers live together in unity!"*
Psalm 133:1
- *"My prayer is not for them alone. I pray also for those who will believe in me through their message, that all of them may be one, Father, just as you are in me and I am in you. May they also be in us so that the world may believe that you have sent me. I have given them the glory that you gave me, that they may be one as we are one: I in them and you in me. May they be brought to complete unity to let the world know that you sent me and have loved them even as you have loved me."* John 17:20-23
- *"I appeal to you, brothers, in the name of our Lord Jesus Christ, that all of you agree with one another so that there may be no divisions among you and that you may be perfectly united in mind and thought."* 1 Corinthians 1:10
- *"Make every effort to keep the unity of the Spirit through the bond of peace."* Ephesians 4:3
- *"...Each of you must put off falsehood and speak truthfully to his neighbor, for we are all members of one body. In your anger do not sin: Do not let the sun go down while you are still angry, and do not give the devil a foothold."* Ephesians 4:25-27

- *“Be kind and compassionate to one another, forgiving each other, just as in Christ God forgave you.” Ephesians 4:32*

E. THREE RESPONSES TO CONFLICT¹

Conflict can make people very uncomfortable. It takes us by surprise and makes us say or do things which we later regret. When someone offends us, we can react without thinking. Suddenly, it's as if we are sliding downhill on a slippery slope, and things go from bad to worse. As the illustration on the next page shows, we can move in two wrong directions, either running from the conflict or creating more conflict. There is, however, a right and biblical way to handle conflict—peacemaking.

Three responses to conflict:

1. Escaping from the problem:

- Denial
- Avoidance/flight
- Suicide

2. Attacking:

- Assault
- Litigation
- Murder

3. Peacemaking:

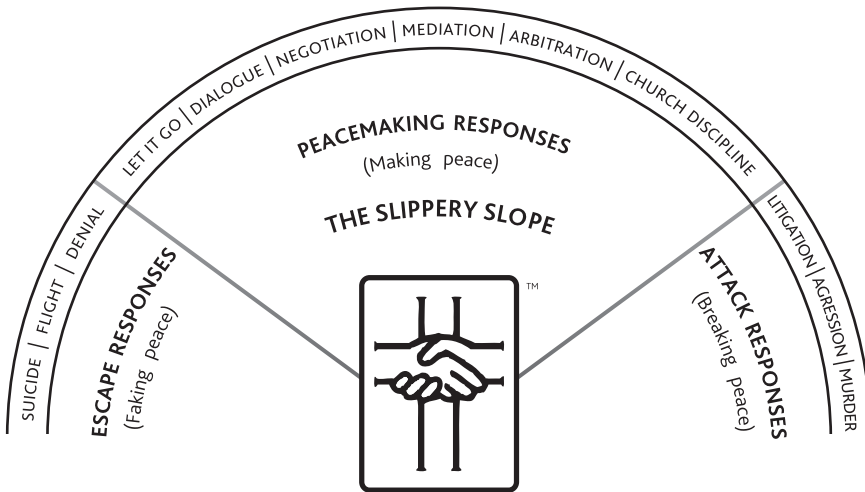
a. Personal peacemaking:

- Letting it go
- Dialogue
- Negotiating

b. Assisted peacemaking:

- Mediation
- Arbitration
- Church discipline

¹ Used by permission of Peacemaker Ministries. In: Wagenveld, John, ed. *Sembremos Iglesias Saludables*. FLET / UNILIT, pp. 299-302.)



F. RESULTS OF THE THREE RESPONSES TO CONFLICT

| | | | |
|------------------|---------------------------|--------------------------|---------------------------|
| BEHAVIOR: | Escape | Peacemaking | Attack |
| RESULT: | <i>"I lose, you win."</i> | <i>"I win, you win."</i> | <i>"I win, you lose."</i> |

G. PROCESS FOR MANAGING CONFLICTS

1. **Identify and define the PROBLEM.** Give people time to express what they think the problem is and their feelings about the situation. Make sure people speak in a respectful way to and about others.
2. **Create alternative SOLUTIONS.** Think together about alternatives. Discuss the advantages and disadvantages of each.
3. **Make DECISIONS.** Choose the best alternative.
4. **IMPLEMENT the change.** Hold people accountable for what they are supposed to do.
5. **EVALUATE.** Determine if the actions have had the desired result.

In the action steps at the end of this session, participants will identify a typical conflict and work through it using this process.

ACTION POINTS

1. In general, when conflict arises, do you tend to try to avoid it, become aggressive, or respond in some other way?

2. Think of a recent conflict you had with someone (or a recent instance when someone made you mad). What was the conflict about? How did you react? (Escape? Attack? Attempt to make peace?) What would you do differently in the future?

3. Have members of the group share some examples of conflicts that typically arise in a church. Pick one and assign roles to the participants. Work through the conflict using the steps in section G, "Process for Managing Conflicts."

SESSION 10

CARING FOR YOUR FAMILY AND YOURSELF

“Fathers, do not embitter your children or they will become discouraged.” Colossians 3:21

The church planter’s family must be a PRIORITY. If you are married, you should place utmost importance on the care of your spouse and children. Unfortunately, many church planters make themselves available 24 hours a day to meet the needs of their ministry and of other people and become strangers to their families. Even if you are not married, you still need to set boundaries so that you take care of yourself, have healthy relationships, and do not burn out.

A. BENEFITS FOR CHURCH PLANTERS AND THEIR FAMILIES

Church planting provides the opportunity to:

- Meet the most basic psychological needs of others—to love and to be loved, and to feel useful to yourself and others.
- Grow and develop as a leader.
- Serve people in the most significant events of their lives—marriages, births, funerals, etc.
- See God working in people’s lives and see spiritually lost people turning their lives over to Christ.
- Develop your spiritual gifts and help your family develop theirs.
- Model what being a servant of Jesus Christ means to your children and relatives.
- Go beyond your comfort zone to reach others with the Gospel.

Before presenting this section, ask participants to share ideas about how a church planter and his or her family might be blessed by starting a church.

After presenting this section, ask participants to think of a personal example of one of the benefits listed. Have them share these in groups of three or four people. Keep in mind that not all participants may be married—God calls some to serve him as single people (1 Corinthians 7:1, 7-8, 17). Parents, siblings and friends play an important role in nurturing and caring for the single church planter.

Objectives:

Participants will...

- Discuss benefits and dangers for the family of a church planter.
- Plan how they will care for themselves and their families.

Ask whether the participants have seen first-hand what can happen when a pastor neglects his or her family.

After reading this section have participants answer the questions under Session 10 action point number 1. After they answer the questions, ask them to identify what they learned about themselves.

Sections C and D are intentionally brief so that more time can be devoted to the participants' personal reflection in the action points activities.

B. DANGERS FOR THE CHURCH PLANTERS' FAMILIES

- The lack of limits. If permitted, the ministry and its needs will consume all your time and energy.
- Trying to meet unrealistic expectations, either of yourself or of others.
- Replacing an intimate relationship with your spouse, family, or friends with the work of the ministry.
- Isolation in a new and unfamiliar environment, far from the support of family and friends.
- Not taking advantage of opportunities for the family to grow together.
- Cultivating codependency by engaging emotionally with people who have many needs.
- Home fails to be a safe haven where each family member (including yourself) can experience a safe place to be themselves and express their thoughts and feelings.

C. CARING FOR SELF

When Jesus was asked what the greatest commandment was, he said the first was to love God and the second was to love one's neighbor as oneself (Mark 12:30-31). He didn't say to not love oneself; rather, he assumed that loving oneself was a normal part of being human. When people travel on an airplane, the safety instructions say that if the oxygen masks are needed, place yours on first and then place masks on the people traveling with you. That is because if you don't get enough oxygen, you won't be able to help anyone around you. The same principle applies in the ministry of church planting. Church planters must take care of themselves in order to be able to serve the needs of the ministry.

D. CARING FOR YOUR FAMILY

If we tell our spouse and children that God loves them but don't show them God's love—by spending time with them, listening to them, laughing with them, crying with them, serving them, and sharing life with them—they are not likely to believe us. Paul calls husbands to love their wives as Christ loved the church (Ephesians 5:25). The book of Deuteronomy calls parents to teach their children about God “when you sit at home and when you walk along the road, when you lie down and when you get up” (Deuteronomy 6:7). All this requires being both physically and emotionally present. Being emotionally present means being in tune with what others are thinking and feeling, and taking the time to ask how they are and truly hear what they are saying.

Note | If time permits, and if directed by the workshop leader, read Appendix I, Section C: Family.

After reading this section, have the participants answer the reflection questions under Session 10 action point number 2 to identify ways they can strengthen their relationships with their spouse and family (or with their family and friends if single).

ACTION POINTS

I. Caring for Self: Evaluate yourself in the following areas (1 = not really and 5 = definitely yes)

1. Life with God:

- a. I spend time each day reading God's Word and praying.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

- b. I have a person to whom I am accountable and who gives me spiritual counsel.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

2. Physical well-being:

- a. I exercise, eat properly, and get enough rest.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

- b. When I am sick I rest or get medical attention.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

3. Emotional well-being:

- a. When I get angry, I have positive ways of managing the anger and dealing with the situation.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

- b. When I am sad, God's Word, loved ones and friends, rest, and worship restore my sense of joy.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

4. Relationships:

- a. I spend time with and have deep relationships with family and friends.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

- b. My spouse and I (or my friends and I) share our joys and problems and know that we can count on each other.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

5. Finances:

- My family and I manage our finances well so that we have enough to live on.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

6. Growth:

- This past year I took an opportunity to learn something new.

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

II. Caring for Family: If you are single, answer these questions in terms of your family and close friends.

1. How long has it been since you've talked and prayed with your spouse and/or family about your vision, the plans for the new church, and your marriage, family, and life together?

2. During a typical week, when do you spend time with your family as a whole and with each member individually?

3. What are your spouse's/family's fears about planting a church?

4. What are your own fears about planting a church?

5. About what aspect of the ministry is your spouse/family most passionate?

6. What are your spouse's/family members' spiritual gifts?

7. How do the personalities, gifts, and interests of your spouse/family members determine their participation in the ministry?

8. What other commitments (family, professional or otherwise) does your spouse/family have?

9. How will you protect your spouse/family from unrealistic and unfair expectations?

10. Have you discussed and come to an agreement with your family about:

- Telephone calls at home
- Days off
- Night hours
- An in-home office
- Church-related entertaining in your home

III. Based on your answers to the above questions, write down what two things do you need to do:

1. To care better for yourself:

2. To strengthen your relationship with your family:

Appendix I | READINGS

A. PRAYER

“We today yearn for prayer and hide from prayer. We are attracted to it and repelled by it. We believe prayer is something we should do, even something we want to do, but it seems like a chasm stands between us and actually praying. We experience the agony of prayerlessness.

We are not quite sure what holds us back. Of course we are busy with work and family obligations, but that is only a smoke screen. (...) No, there is something deeper, more profound keeping us in check. In reality, there are any number of “somethings” preventing us, all of which we will explore in due time. But for now there is one “something” that needs immediate attention. It is the notion...that we have to have everything “just right” in order to pray. That is, before we can really pray, our lives need some fine tuning, or we need to know more about how to pray, or we need to study the philosophical questions surrounding prayer, or we need to have a better grasp of the great traditions of prayer. And on it goes. It isn’t that these are wrong concerns or that there is never a time to deal with them. But we are starting from the wrong end of things—putting the cart before the horse. Our problem is that we assume prayer is something to master the way we master algebra or auto mechanics. That puts us in the “on-top” position, where we are competent and in control. But when praying, we come “underneath,” where we calmly and deliberately surrender control and become incompetent. (...)

The truth of the matter is, we all come to prayer with a tangled mass of motives—altruistic and selfish, merciful and hateful, loving and bitter. Frankly, this side of eternity we will never unravel the good from the bad, the pure from the impure. But what I have come to see is that God is big enough to receive us with all our mixture. We do not have to be bright, or pure, or filled with faith, or anything. That is what grace means, and not only are we saved by grace, we live by it as well. And we pray by it.”¹

B. THE WORD OF GOD

“Much of our theology (...) is based on experience, but as Christians, that is not the only pillar; life should be understood by the light of Scripture. The self-criticism that the Church can make centers on Scripture and its correct interpretation, starting from one reality: we should read the Bible more. We listen to many sermons, every Sunday and during the week on radio and television, we also read magazines and books, but we read the Bible only a few minutes per day, perhaps related to the noble project of reading the Bible in one year. And, if we do read the Bible intensely, we read just one version of Scripture, missing out on the possibility of enriching our understanding of the Word of God with other nuances or differences in the translation of the original languages.

¹ Foster, Richard J. *Prayer: Finding the Heart's True Home*. Harper Collins, 1992, pp. 7-8.

Many of the doubts, myths and misunderstandings we have of Scripture can be clarified by Scripture itself; we just need to allot time daily to read, intensely, with attention, reading to understand the larger panorama of the text, reading with devotion and love. As a later step, we need to study the Bible and meditate on it to deepen our knowledge of the Word of God.”²

Bible study: Its purpose is to search for or to grasp the deepest meaning of the biblical text. It is characterized by analyzing a smaller portion of biblical text. Study implies careful observation of how the different parts of the passage relate to each other.

Biblical meditation: Its purpose is intimate dialogue with God. It is characterized by thinking slowly about a verse or portion of Scripture. It emphasizes an intimate relationship with God and a personal answer to his Word.³

“It is good to recognize that these three approaches to the Bible (reading, study and meditation) are not mutually exclusive. Each one has its value and use, depending on the reader’s purpose. It is also important to remember that every way we approach the Bible is an answer to God’s initiative. In Hebrews 1:1 we read that God used “many ways” to communicate with us. The same letter tells us, in chapter 4:12, that his Word is “living and active” and reaches the depths of our being, to fulfill God’s eternal purposes.”⁴

C. FAMILY⁵

All children need to be loved by their parents and to love their parents. The five needs listed below are essential for children to have an appropriate relationship with their parents. When some of these elements are not present in the family relationship, the ability to receive and give love is affected or limited.

- Security—feeling safe at home.
- Belonging—feeling that you belong to a family and they accept you and value you.
- Limits—being subject to firm and loving discipline.
- Community—being an active part of the neighborhood or community.
- Flexibility—opportunities to play, and to express ideas and feelings.

Destructive patterns in communication in marriage⁶

According to the book *Fighting For Your Marriage*, these are some of the destructive communication patterns that can aggravate marriage difficulties:

2 Aguilar, Verónica, Terán, Adrián, and Daniel Polía. *Movimiento de Adiestramiento Teológico Evangelístico* (MATE). p. 38

3 Yabraian, Carlos. *La Aventura de Estudiar la Biblia*. Ediciones Certeza, pp. 8-9.

4 Yabraian, Carlos. *La Aventura de Estudiar la Biblia*. p. 9.

5 Pinto, Carlos. Perfil Psicológico de la Familia Sembradora. En: Wagenveld, Juan, Ed. *Sembremos Iglesias Saludables*. FLET/UNILIT, 2004, pp. 563-585.

6 Markman, Howard J., Scott A. Stanley, and Susan L. Blumberg. *Fighting For Your Marriage*. Jossey-Bass, 2001.

- **Intensification:** When a conversation begins to move up the stairway of negative emotions, instead of responding with a soft answer and honestly trying to understand each other's feelings.
- **Invalidation:** A pattern where one person invalidates the thoughts, feelings or character of the spouse. Invalidation forms a growing barrier in the relationship that does not honor the perspective of the spouse.
- **Negative interpretations:** This occurs when one spouse interprets each conversation or event in the worst way and does not leave room for anything positive. These interpretations tend to question the motives of the spouse.
- **Withdrawal and avoidance:** Often one spouse pursues certain subjects or discussions and the other avoids them. It is difficult to manage conflict well when couples are not seriously engaged in efforts to resolve the conflict.

Static and dynamic factors that increase the tendency for married couples to separate⁷

According to the book *Fighting For Your Marriage*, these are some of the factors that can aggravate marriage conflicts and create pressure to separate and sometimes divorce:

Static Factors:

- A personality that reacts too strongly to problems
- Having parents who went through divorce
- Sexual relations before marriage
- Having gone through a divorce
- Having children from another marriage
- Markedly different backgrounds and religious customs
- Marriage at a very early age
- Not knowing each other well before marriage
- Serious economic difficulties

Dynamic Factors:

- Negative styles of conversation and fighting
- Difficulty in communicating in a healthy manner
- Difficulty managing conflict
- Unrealistic expectations of marriage
- Low commitment level of the couple
- Not practicing a life of faith together

⁷ Markman, Stanley and Blumberg. *Fighting For Your Marriage*.

C. EVANGELISM

A strategy for evangelism and effective follow-up with new believers

There are many models of evangelism that have proven their effectiveness. One of them is *Project Phillip*. It is a very simple strategy that has helped thousands of churches around the world. It consists of giving a copy of the Gospel of John to someone, with a study guide that lasts for five weeks. While meeting with the person, you develop a relationship with them as you study the Word together, present the Gospel, and pray together. After the initial study, people are invited to participate in a group Bible study. Many people join the church this way. Project Phillip also provides material for follow-up and discipleship centered on Scripture and it provides the necessary training for your church.

Here we present an abbreviated example.

What is Project Phillip? It is an evangelism and discipleship strategy for local church growth.

The biblical basis for this strategy is Acts 8:26-40. The story of the encounter between Phillip and the Ethiopian eunuch teaches us three principles about reaching people for Christ:

1. **Evangelism:** Put the Word of God into people's hands. The Ethiopian is reading the Word of God in the book of Isaiah and feels that he wants to know more.
2. **Discipleship:** Follow-up with the new believer. Phillip, guided by the Spirit, explains the passage of Isaiah and presents the Gospel to him.
3. **Membership:** Move the person toward a commitment to the church. After hearing Phillip, the Ethiopian asks if he can be baptized and in this way he is incorporated into the Body of Christ.

Study of John

Trained 'Phillips' strategically place God's Word into the hands of people with whom they intend to meet again. The goal is for people to know God and become committed to the church. Here is an example of the first lesson of the inductive Bible study used with people who accept the invitation to study one of the Gospels.

- 5 minutes—Complete the following questions using only the Gospel of John, according to the biblical references after each question.
- 15 minutes—After answering the questions, meet with two or three people to share your answers. Each person should take a turn leading the group.

First week—Lesson one (chapters 1-5)

1. Who created life and is light for the people? (1:4)
2. What should we do to have the right to become children of God? (1:12)
3. Through whom do we know God, his love and his truth (1:17, 18)
4. What does Jesus, the Lamb of God, do for the world and also for you? (1:29)
5. What did Jesus show by way of his first miracle? (2:11)
6. What should I do to be in the kingdom of God? (3:3)
7. Why did God give his only Son to save us? (3:16-18)
8. What do those who believe in Jesus have? What happens if you reject him? (3:36)
9. What did the Samaritans know about Jesus after spending time with him? (4:40-42)
10. What happens if you hear the words of Jesus and you believe them? (5:24)

Note | You church can create its own questions to use with one of the Gospels. Thousands come to Christ this way.

Appendix II |

SIX EVANGELISM STYLES

1. CONFRONTATIONAL

Theme verse: II Timothy 4:2 Biblical example: Peter, Acts 2:14-23.

Contemporary examples: Billy Graham, Luis Palau.

Characteristics: You are self-confident, daring, courageous, frank and sincere. You always get to the point in conversations. You have very strong convictions and opinions.

Precautions: Look for God's wisdom to be sensitive and discreet. Permit the Holy Spirit to smooth your tendency to emphasize your convictions when necessary. Avoid judging those with other evangelism styles.

2. INTELLECTUAL

Theme verse: 2 Corinthians 10:5. Biblical example: Paul, Acts 17:18,22.

Contemporary examples: Josh McDowell.

Characteristics: You like to analyze things, you are very logical, curious, and inquisitive. You like to debate.

Precautions: Avoid getting lost in academic debates. Remember that your attitude is just as important as information. I Peter 3:16 says that we should answer with gentleness and respect. Avoid becoming argumentative or being tied to controversies.

3. TESTIMONIAL

Theme verse: I Juan 1:1-4. Biblical example: The man born blind, John 9:10,15.

Contemporary examples: Nicky Garza, Corrie Ten Boom, Joni Erickson.

Characteristics: You are a good communicator and a good speaker. You are open about your personal life, your worries and your successes. You are amazed at what God has done in your life. You see a relationship between your and other people's experiences.

Precautions: Make sure to relate your experiences to the life of the listener. This requires you to listen a lot at first to know enough about the life of the other person to make a connection. Do not underestimate the value of your experiences if you feel they are very common; common stories are the ones that "common people" can relate to.

4. PERSONAL

Theme verse: I Corinthians 9:22. Biblical example: Matthew, Luke 5:27-29.

Contemporary examples: Joe Aldrich (author of the book *Lifestyle Evangelism*)

Characteristics: You like to talk, and you are compassionate and sensitive. You seek friendship, and you focus on people and their needs.

Precautions: Don't value friendship more than the truth. You need to warn your friends that they are sinners and they need a savior. Don't worry excessively about your friends' needs; help as much as you can and leave the rest to the Lord.

5. INVITATIONAL

Theme verse: Luke 14:23. Biblical example: The woman at the well, John 4:28-30.

Contemporary examples: Ruth Graham.

Characteristics: You are hospitable and persuasive; you enjoy meeting new people. You see evangelism events as unique opportunities.

Precautions: Be careful not to always let others speak in your place. Your friends and acquaintances need to hear how Christ has changed you. Besides, your friends have questions that you could answer about the implications of the Gospel in their lives. Consider carefully and prayerfully to which events or services you will invite people. Don't be disappointed if they turn you down; their rejection could be an opportunity for a spiritual conversation. Also, their "no" today could be a "yes" tomorrow.

6. SERVICE-BASED

Theme verse: Matthew 5:16. Biblical example: Dorcas, Acts 9:33,36.

Contemporary examples: Mother Theresa.

Characteristics: You are patient. You are very focused on other people. You see needs and rejoice in meeting them. You show your love through your actions more than with words. You eagerly take on humble tasks.

Precautions: Remember that just as good words without good actions confuse us, so too do good actions without explanation. Romans 10:14 tells us that we should talk about Christ so that others hear. Do not underestimate the value of your service (your actions). Your style will reach those who are far from or angry with God. Acts of loving service are hard to resist or dispute.

Appendix III |

HOSPITALITY**Making your church more welcoming**

“Many of the means of communication that the world uses are not sinful and should be used by the church. The cross of Christ is much less offensive for the non-believer than the methods used by some Christians to communicate the Gospel” (Knut Larson).

“We put no stumbling block in anyone’s path, so that our ministry will not be discredited. Rather, as servants of God we commend ourselves in every way...” (2 Corinthians 6:3, 4a).

“Seventy percent of those who visit our churches make the decision whether or not to return BEFORE the pastor stands up to preach!” (Barna Research Group)

Below you will find a list of elements to consider for Sunday worship services and for the church in general. You may include other elements. When you do this exercise, try to put yourself in the place of a new person and look at things as if you were seeing them for the first time.

1. Signs

- Signs that show where the bathrooms, nursery, or parking are.
- Large and clear letters.
- A contemporary logo.

- _____
- _____

2. Services

- Clean and welcoming.
- Bathrooms clean and supplied with all necessary items before, during, and after the service.
- Parking is easy to find and there is plenty.
- Outside area is well-maintained.

- _____
- _____

3. Ushers and Welcoming

- Friendly and well-informed.
- Balance between the sexes.
- Different ages represented.

- _____
- _____

4. Nursery

- A safe system.
- Trained workers.
- Pamphlet that explains the system.

- _____
- _____

5. Atmosphere

- Background music.
- Good lighting.
- Decorations.
- Comfortable seating, easy access.

- _____
- _____

6. Worship directors: Praise leaders, pastor, etc.

- Warm and enthusiastic.
- Authentic.
- Appropriately dressed.

- _____
- _____

7. Language

- Clear (be conscious of “church language”).
- Inclusive.

- _____
- _____

8. Music and singing

- Musical excellence.
- The theology of the songs has been verified.
- Clear and visible words to the songs.

- _____
- _____

9. Order of the worship service

- Organized.
- Starts on time and flows well.
- Varied (drama, videos, etc.)

- _____
- _____

10. Printed material

- Well written (clear, easy to read).
- Without spelling errors.

- _____
- _____

THE CHURCH PLANTER PROFILE

PERSONAL INFORMATION

| | | | | |
|---------|-------------|-----------------|----------|----------------|
| PICTURE | SURNAME: | | | |
| | GIVEN NAME: | | | |
| | TITLE: | MARITAL STATUS: | | |
| | GENDER: | DATE OF BIRTH: | AGE: | # OF CHILDREN: |
| | ADDRESS: | | PHONE: | |
| | CITY: | STATE: | COUNTRY: | EMAIL: |

INFORMATION OF THE AREA WHERE THE NEW CHURCH WILL BE PLANTED

| | | | |
|--------------|--------|----------|--|
| CHURCH NAME: | | ADDRESS: | |
| CITY: | STATE: | COUNTRY: | |

INFORMATION OF THE MOTHER CHURCH

| | | | |
|--------------|--------|----------------|--|
| CHURCH NAME: | | PASTOR'S NAME: | |
| ADDRESS: | | NEIGHBORHOOD: | |
| CITY: | STATE: | COUNTRY: | |

TESTIMONY OF THE PLANTER

CONTINUED ON THE OTHER SIDE

PRAYER REQUESTS

1. _____

2. _____

3. _____

PLANTER'S SIGNATURE

____ / ____ / ____
MONTH / DAY / YEAR

CHURCH PLANTER'S ABC

MONTHLY REPORT

GENERAL INFO

| | |
|-------------------------|--|
| MONTH OF REPORT | |
| PLANTER'S NAME | |
| PLANTER'S ZONE | |
| ZONE COORDINATOR | |

INDIVIDUALS

| | |
|--|--|
| NEW CONTACTS PEOPLE CONTACTED IN THE CHURCH PLANTING CONTEXT TO PRESENT THE GOSPEL | |
| NEW CONVERSIONS FOLLOWERS OF JESUS | |
| NEW PERSONS BAPTIZED PEOPLE PARTICIPATING IN THE SACRAMENT OF BAPTISM | |
| NEW LEADERS IN TRAINING PEOPLE THAT THE PLANTER IS TRAINING FOR LEADERSHIP | |

SMALL GROUPS | Minimum 2 new disciples and one leader

| | |
|--|--|
| NEW SMALL GROUPS GROUPS INITIATED THIS MONTH | |
| NEW PARTICIPANTS IN SMALL GROUPS NEW PEOPLE PARTICIPATING IN SMALL GROUPS THIS MONTH | |
| NEW LEADERS WITH A GROUP NEW LEADERS WITH A GROUP UNDER THE SUPERVISION OF THE PLANTER | |

PRAYER REQUESTS

1. _____
2. _____
3. _____

TESTIMONIES

GRADUATION REPORT

FINAL REPORT

GENERAL INFO

| | |
|-------------------------|--|
| MONTH OF REPORT | |
| PLANTER'S NAME | |
| PLANTER'S ZONE | |
| ZONE COORDINATOR | |

INDIVIDUALS

| | |
|--|--|
| NEW CONTACTS PEOPLE CONTACTED IN THE CHURCH PLANTING CONTEXT TO PRESENT THE GOSPEL | |
| NEW CONVERSIONS FOLLOWERS OF JESUS | |
| NEW PERSONS BAPTIZED PEOPLE PARTICIPATING IN THE SACRAMENT OF BAPTISM | |
| NEW LEADERS IN TRAINING PEOPLE THAT THE PLANTER IS TRAINING FOR LEADERSHIP | |

SMALL GROUPS | Minimum 2 new disciples and one leader

| | |
|--|--|
| NEW SMALL GROUPS GROUPS INITIATED THIS MONTH | |
| NEW PARTICIPANTS IN SMALL GROUPS NEW PEOPLE PARTICIPATING IN SMALL GROUPS THIS MONTH | |
| NEW LEADERS WITH A GROUP NEW LEADERS WITH A GROUP UNDER THE SUPERVISION OF THE PLANTER | |

NEW CHURCH PLANT

| | |
|---|--|
| NAME OF THE NEW CHURCH | |
| DENOMINATION IF ANY | |
| ADDRESS NEIGHBORHOOD CITY STATE | |
| GRADUATION DATE | |
| NUMBER OF MEMBERS | |

CONTINUED ON THE OTHER SIDE

PRAYER REQUESTS

1. _____
2. _____
3. _____

TESTIMONIES

How has God worked through this new church to help transform a life or a community in which the church is now planted?

PLANTER'S SIGNATURE

____ / ____ / ____
MONTH / DAY / YEAR