

Appendix 1

Idea Generators for Increasing Outward & Youth-ward Focus

- Focus your efforts with a mission statement that is clear to non-churchgoers.
 - Use simple language that congregants can easily recite.
 - Use your mission statement to serve as an inspiration to where God is leading your congregation.
 - Make sure that mission statement makes sense to a non-churchgoer, a newcomer to your church, and members of your church. Everyone should be able to know quickly and clearly two things:
 - What your church does well
 - Where it is going
- Begin with Prayer
 - Increase prayer for the non-churchgoers. Ask members to commit to praying for non-churchgoers they know.
 - Pray for non-churchgoers to visit your congregation, and that you would be able to receive them well.
- Teach your congregation how to share their spiritual journey, struggles and successes:
 - Teach various ways to share the gospel (4 Steps to Peace with God, Romans Road, etc.), and provide tools for understanding.
 - Include outreach training (and the expectation for using it!) in your New Member classes
- Celebrate New Believers
 - Tell transformation stories (where appropriate and permission is given) to the congregation.
 - Speak about transformation and conversion often from the pulpit as a norm, not an exception.
 - Celebrate baptisms in a big way!
- Sometimes it is important to look at evangelism from a perspective based upon need-meeting. We often think we have to train our people on how to do evangelism, i.e. four spiritual laws, how to share your testimony, etc. Those are important and necessary, but are often intimidating to most Christians when they feel they are now required to go share them with perfect strangers. This type of training is better facilitated in a discipleship process for training purposes, then lived out in serving others.
- Examples of outreach as Critical Need Meeting

- The elderly population (Nursing Homes)
 - Organize a worship service in a nursing home
 - Get nursing home residents involved in leading it.
Many of them have been leaders in their churches for many years.
- Public schools
 - Teacher Appreciation
 - Classroom Renovation
 - Back to School Backpack Drive
 - Weekend Food Bags for Kids on Free & Reduced meal plans
- Foster / Adoption Care
 - Supporting Existing Foster Families
 - Providing Clothes, Beds, Strollers etc. for New Foster Families
 - Social Worker Appreciation
 - Having Families from Your Church Become Foster Families
- Homeless Population
 - Make small hygiene packets to give out to homeless people
 - Include in the packet information about ministries that offer help in getting off the street (Salvation Army, etc.)
- Partner with Existing Para-Church Ministries
- Habitat for Humanity Homes
- Single Moms
- Grief Recovery
- Divorce Recovery
- Special Needs Community
- Train Your People to be Marketplace Ministers (Their Workplace is their Mission Field). Book Resource: *Monday Morning Atheist* by Doug Spada
- Spend some time out in your community on Sunday Morning:
- Identify plan to help congregants move from stranger to acquaintance to relationship.
- Encourage congregants to get acquainted/reacquainted with their neighbor: block map, block party,
- Sunday school class field trip to local ministry: i.e. homeless shelter and create a plan to partner with them.
- Adopt 3-5 families and serve once a month: neighbor to neighbor.

- Celebrate success through stories: Newsletter, once a month on a Sunday share a story of outward engagement.
- Partner two or three groups to serve together: i.e. celebration choir, Hispanic ministry and Sunday school class.
- Set congregational study groups in missionally appropriate places. i.e. healing prayer in the chapel of the hospital.
- Identify biggest need in the city and seek to partner with local business, civic groups, government agencies to seek the flourishing of your city.
- B.E.L.L.S. program: Bless, Eat, Listen (for the Spirit's Voice) Learn Jesus (Study the Gospels), Sent (journal throughout the week all the ways I alerted others to the reign of God through Christ). Book by Michael Frost *Surprise the world*.
- What are the hurts, hang-ups, and habits in your community? Could you (and do you) offer regular meeting space at the church [weekly/monthly] for various recovery programs?
- Where do non-churched people in the community already serve, yet feel a pinch for volunteers?
 - Could you help run the high school concession stand for football games?
 - What would it look like to show up with a team of volunteers to bless an already existing service group in the community?
- These are just a few ideas to get you thinking about the most critical needs in your community.
 - When you begin to meet these critical needs, you provide the perfect platform for your people to answer the guaranteed question that will be asked from those you are serving,
 - "Why are you doing this?"
 - Train your people to answer this in appropriate way that is perfectly seasoned and not dumping the whole shaker of salt on the person with whom they are sharing. Highlight the importance of building relationships and not instant transformations.
- People are attracted to those who serve the most vulnerable and are meeting known critical needs without asking for anything in return. Instead of having to invite people to church, people will come willingly because you will be known for how you serve.

Appendix 2

Idea Generators for Increasing Guest Services

- Create a clear pipeline of discipleship from first visit to membership and then to a small group of new friends.
 - Develop a robust “Guest Services” team (Bishop Robert Schnase says it should be “radical hospitality” (*Five Practices of Fruitful Congregations*, Abingdon Press)
 - Make sure guest services volunteers are easily identified and easily accessible [wear a bright, nicely designed T-shirt with easy-to-read lanyards]
 - Highlight/announce a connection card to be filled out by guests and taken to guest services/dropped in offering basket. Consider giving a nice gift (shirt, mug, coffee cup, Chick-Fil-a coupon, etc.) out at Guest Services (Have a very intentional and distinct “Guest Services”).
 - The best way to be able to follow up with new guests is to get their information!
 - Create a strategic timeline to follow up with new guests,
 - Including those who dropped off in children’s ministry.
 - Deploy a volunteer team to write handwritten note cards and mail out to new guests each week (provide the cards/envelopes/stamps).
 - Email at about week 4 to follow up with new guests inviting them your “next steps” or “welcome” class in order to get them connected, especially after a specific class or outreach event.
 - Be sure to track how many first-time guests you have each week. Measure how many you have today, as compared to the future weeks as you implement some of the above strategies. Measure how many of your guests take “next steps” via serving, becoming a follower of Jesus, getting baptized, attending a class or joining a small group.
 - *Fusion* (Nelson Searcy)- This book lays out a very clear assimilation process that you can contextualize for your church with sample communication pieces.
- Find and use those with the “Gift of Hospitality.”
 - Guest Services people with the hospitality gift ...
 - Are usually not greeters or ushers,
 - But exhibit a “supernatural gift” of reaching out and making strangers feel at home.
 - Learn from Biblical examples: 1 Peter 4:9, Rom. 12:9-13, 16:23,

Acts 16:14-15, Heb. 13:1-2.

- Determine and commit to it:
 - Where does guest services begin (the parking lot).
 - And when does it end (when they are in small groups).
- They Help with Navigating Guests through Classic Church Culture
 - Kids Check-In and Kids Ministry Orientation in General
 - Locating Bathrooms
 - The Calm Before the Storm (Pre-Service)
 - Foreign Moments in the Service (singing, kids dismissal, sacraments, prayer moments, altar time, offering, greeting time, dismissal)
 - The end of the service
 - Lobby Time / Coffee Time
 - Find a naming option to any sort of ‘Get Acquainted class’ for younger generations do not respond well to going to school.
- Those with the “gift of hospitality” know what guests are thinking and anticipate their questions.
 - They greet people in a gracious, friendly and sensitive way, such as:
 - Saying, “I don’t recall if we’ve met.”
 - Asking open ended questions and listening.
 - Connecting them to the right people and similar people.
 - Thanking them for coming, inviting them to ask any questions.
 - They walk and don’t point.
 - They connect with visitors at the end of the service too, which is crucial:
 - Engage the first time guest in any activity that is planned. “Would you like to join me?” “Can I get you a coffee?”
 - Enquire about their experience. “So ... what did you think?” or “What was something you didn’t expect today?”
 - Empathize with their experience. “I remember my first time” or “sometimes this church can be overwhelming.”
 - Invite them to take the next step by ..
 - Outlining what the steps are.
 - Getting the information you need.
 - Ensuring there is follow-up.

- Meet the Leaders Event
 - Once per month, host a dinner, lunch after church, or even coffee and desserts for new people to meet the staff and learn about the church.
 - The best time to do this is immediately after the service the visitor has attended.
 - But these events can be held as dinners in private homes periodically – to learn about church, direction/vision (creating homey “fireside” chat-feel). Pastoral staff always in attendance.
 - Invite other pastors/staff there to highlight ministries, connection points, and inviting to a Membership/ownership class.
 - Divide people into small groups and have 3-5 questions at the tables for ice-breakers (Provide name tags, pens, etc). Allow this time to be fun and engaging!
 - Share vision, mission, “next steps,” etc. with guests. Allow for Q/A time.
 - At non-Sunday morning times:
 - Meet and Greet briefly at coffee bar after weekday Bible study (Pastors/spouses, connection leader).
 - This connects guests who are not at Sunday services.
- 7 Touches Research
 - Some research suggests (Elmer Towns, *Practical Encyclopedia of Evangelism and Church Growth*, Gospel Light Pub.) that new guests need to be contacted 7x to help them to better connect to you and your church. How are you intentional about your “7” connections with them? If not 7, how many will you use?
 - Some options include: Parking Lot/Sidewalk greeters, Guest Services for adults and at Kids check-in, Auditorium Greeters/ushers, Connect Card/ Guest Services Gift, Letter/Call from pastor on Monday, Email from Assimilation/Guest Services team with next steps opportunities coming up, Personal handwritten notecard mailed out a week later, one-month follow-up.
- Don't forget serving as a connection tool!
 - Does serving on the worship team count as a small group? It should. What about children's ministry volunteers? Student ministry volunteers? First impressions team volunteers? Sometimes the best way to assimilate and get people connected is to have them serve.
 - How about serving by helping with facilities such as cleaning, set up, tear down for events etc. Or maybe help with the gardening/landscaping outdoors.
 - What are your easy-access, fairly low-commitment initial serving opportunities for new people? You might not want them to teach a class or lead worship right away, but where could they easily and comfortably step in and begin serving?

- Secret Shoppers:
 - Ask four friends from other churches to visit the church on a Sunday and secret shop, critique or just observe and give you a written (anonymous) report.
 - Ask for BEST EXPERIENCES
 - And WORST EXPERIENCES
 - And then their SOLUTIONS
 - Offer to reciprocate and do this for their church (you will learn much about your church too).
- Dr. Judith Anthony explains that in her African-American context,
 - “Church Membership ‘class’ is a turn off and so we find a different name for it.
 - Ours is “Step into Joy,” which ends with all committed to serving somewhere in the church for a one-year commitment.
 - At the next service it is celebrated at end of service, where names are called, they go to front of church and the pastor and congregation prays/commissions them.”
 - New Believers orientation is separated from church membership training and offered every 6 weeks for those members who are new to the faith.
 - I believe strongly that a welcome class and a membership class should be separate decisions and at my current church that process is very successful.
 - We have hundreds of first time decisions made each year. There were over 500 in each of the last 2 years in the church services alone (this doesn't include those won at outreaches or mission trips).
 - Our membership classes - Step into Joy typically have 50-120 people attending at a time and those folks- 98-100% serve in a ministry right away.)”

Appendix 3

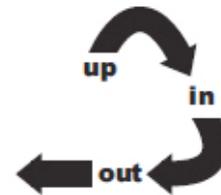
Idea Generators for Small Groups Becoming Primary Route for Discipleship

- Read the chapter “S.M.A.L.L. – How to Grow Small” in *Cure for the Common Church*.
 - Most of the basic plans and ideas will be found here.
 - Use at the end of the chapter the “questions for group study” as an agenda for your task force meetings.
- Watch the 18 minute video “SMALL GROUPS & Growing Churches Require Small Group Membership” by searching a keyword on www.ChurchLeadership.wiki
- Read:
 - “SMALL GROUPS & What To Say to Someone Turned off by Small Groups,”
 - “SMALL GROUPS & Why They Are the Requisite Follow-up to Big Attractional Events,”
 - “SMALL GROUPS & Should You Close Small Groups? Not unless absolutely necessary” and
 - “SMALL GROUPS & 3 Facets of Well Rounded Small Groups”
 - Find these short articles by searching for keywords on www.ChurchHealth.wiki
- Create new need-meeting small groups that match community needs:
 - Grief Recovery
 - Parenting and Marriage Groups
 - Young Adult/Young Professional Groups
 - Divorce Care
 - Recovery Programs
 - Financial/Budgeting Courses
- Employ small groups in your assimilation strategy
 - Make your emphasis on small groups obvious and clear during time spent sharing about small groups from the pulpit, well-advertised meeting times and locations physically at the church and on the website with sign-ups in an obvious place in the front.
 - Make sure every guest leaves knowing about:
 - Next Steps class
 - Church-wide small group series
 - New Member classes

- Find, Then Missionalize Existing Groups
 - Find all existing groups, by listing all of your small groups:
 - Count any recurring group of less than 20, including committees, Bible studies, prayer groups, lunch groups, worship teams, etc. etc.)
 - For charts on this see, “S.M.A.L.L. – How to Grow Small” in *Cure for the Common Church*.
 - *Fill out the charts to discover the number of people in your church who are involved in small groups of some sort.*
 - *GOAL: 60 - 75% of congregation in some sort of small groups.*
 - Missionalize your small groups by getting small groups to have three elements:
 - UP > a worship and prayer segment *at each meeting*.
 - IN > a time of encouragement and building up attendees *at each meeting*.
 - OUT > a time serving the needs of non-churchgoers. John Wesley required regular serving the need of every small group! (See *Enthusiast.life - Finding a Faith That Fills*, Wesleyan Publishing House, “Devotional #4” and “Devotional #27.”)
 - Recognize groups that might not realize they are already a small group, and work with them to involve all three elements of a small group to their existing meetings. (Have your worship team practice group also serve in some way and pray for one another, encourage your landscaping team to come together to study Scripture and worship, etc.).
 - Share stories with the congregation of transformed lives as a result of small groups.
- Celebrate with All-church Small Group Events.
 - One per semester or twice annually to start new groups or get connected to existing groups. (September and February are great start times for these events)
 - Train potential small group leaders/hosts at a time convenient for them, and equip them with a guide and contact information if they need help.
 - Create a “signup” event, whether during/after services or on another night for congregants to view potential groups, meet the leaders/hosts, and sign up for one in their area or that fits their schedule.
 - Be sure to have a clear advertised path for a new person to join a small group.
 - A great model of this is NorthPoint Church’s “GroupLink” event.

- Benefits for Participants, small groups allow participants to:
 1. Discover and engage with a range of perspectives, ideas, and backgrounds.
 2. Have more active involvement.
 3. Helps participants to clarify their attitudes to and ideas about the lesson, as they test their own ideas and attitudes against those of others.
 4. Encourage students toward self-study of Scriptures.
 5. Engage in peer learning and sharing responsibility for learning.
 6. Experience life change in a safe environment.
- Benefits for the Church Body. Small groups also benefit the body as a whole in the following ways:
 1. Small groups make churches personal.
 2. Small groups provide a nearly unlimited leadership development pipeline.
 3. Small groups can promote more effective outreach since “Come over to my house” is a much easier invitation than “come with me to church.”
 4. Small groups provide the best opportunity for “one-anothering.”
 5. Small groups can actually produce more unity of heart and mission.
- What is a small group, a group that “shares” (Ed Stetzer, *Christianity Today*)
Fisher and Ellis (1990) emphasize that most of the definitions of a [small] group indicate the sharing element among members as the key factor, which defines the existence of a group. The sharing might be focused on perceptions, motivation, and goals, as well as around tasks, such as in a scenario group session. This sharing element can be greatly influenced by the group dynamic or climate of the group.
- Small groups lead to long-term retention:
Studies have shown that when looking at long term group retention, the ability to apply knowledge and solve problems, critical thinking and development of positive attitudes, results consistently favor small discussion classes (McKeachie & Kulik, 1975, McKeachie, 1994). The bottom line is that people learn more, they are more likely to continue to return when they are active participants rather than passive listeners.

Figure 4.3:
*Missionize Small
Groups by Requiring
UP-IN-OUT Ministry*



Appendix 4

Idea Generators for Developing a Mentor-mentee Leadership Training System

Read the following:

- “TRAINING LEADERS & The Two Rules for Fostering Mentoring”
- “TRAINING LEADERS & How to Foster Apprenticeship” from the book *Spiritual Waypoints*
- “MENTORING & Engage a Micro-Mentor with a Short-Term Project”
- Find these short articles by searching for keywords on www.ChurchHealth.wiki
- Mentoring: The Two Rules for Fostering It
 - 1) Organically link experienced leaders and new leaders via shared interests, similar volunteer interests, etc.
 - 2) But, inter-culturally link experienced leaders and new leaders across generations, ethnicity, life-stage and other cultural walls.
 - 3) Communicate both ways.
- Expect apprenticeship in all volunteer jobs.
- Find “micro-mentors” for a short-term project.
- Create a staff position (volunteer or eventually paid) similar to a HR (Human Resource) person who will:
 - Oversee the connection of new people to volunteerism that matches their skills/ interests.
 - Will help people in the wrong volunteer position transition to a different position.
 - Who will also help back-fill volunteer positions that become open.
 - Who will administer leadership tests for proper fitment, such as the 3STRand Leadership model.
 - And who will require that mentees are listed for all positions.

Appendix 5

Idea Generators for More People to Participate in Prayer via “Spaces for Prayer,” Varied Expressions and Multiple Times.

Read this (to understand the urgency for prayer). Dr. Whitesel writes:

It was one of my professors, Dr. C. Peter Wagner, who said that prayer was the one topic he has heard discussed more, yet practiced less, than any other church discipline. After 25+ years of church consulting, I must sadly say that I can anecdotally confirm that analysis.

It is my hope that discussing prayer and its important correlation with church outreach, will inspire church leaders to buck the trend and integrate prayer more copiously in their congregations. It is helpful to remember that prayer is the a work of the Holy Spirit (John 16:8-9), and thus prayer is the “right-arm” of evangelism.

Some of my favorite insights on prayer come from the following quotes:

“All of God’s works are done through believing prayer” is the famous saying of John Wesley, who turned the spiritual tides of England back to the Lord in a dark hour (quoted by Armin R. Gesswein in “Prayer and Evangelism,” *Evangelism: The Next Ten Years*, ed., Sherwood Eliot Wirt, [Waco, Texas: Word Books, 1978], p. 97).

And Dwight L. Moody, the American lay-evangelist and founder of the Moody Bible Institute, is remembered for his well-known observation that “every work of God can be traced to some kneeling form” (Gesswein, *ibid.*).

There is a simple quote by Jim Cymbala in the book *Fresh Wind, Fresh Fire*, that, “When people work, people work. When people pray, God works.” What poignancy!

Another one of my favorite quotes is by Dr. Billy Graham. I used it in the chapter on “Missteps With Prayer” in my book *Growth by Accident, Death by Planning* (2004). But because of its importance I want to quote it here again. Dr. Graham has said that “the secret of each Crusade has been the power of God’s Spirit moving in answer to the prayers of his people. I have often said that the three most important things we can do for a crusade are to pray, to pray, and to pray” (quoted in Sterling W. Huston, *Crusade Evangelism and the Local Church* [Minneapolis, Minnesota: World Wide Publications, 1984], p. 50).

Because of this strategic nature of prayer, in *Growth by Accident, Death by Planning* (Abingdon Press) I spoke of several methods for “mobilizing prayer.” I encourage leaders to consider carefully these options, and work to inculcate prayer move pervasively in their congregations. Again for review, here are some of those prayer strategies:

- 1) Prayer Teams.

- 2) Neighborhood Prayer Centers
- 3) Operation Andrew: A Prayer Covenant List
- 4) Prayer Triplets
- 5) Concerts of Prayer
- 6) Designating “Prayer Coordinators”
- 7) 50/50 Prayer

In addition, just as important is the strategy of employing 50/50 prayer in EVERY prayer opportunity (I’m not yelling by using all caps, I just want to stress the pervasive nature that 50/50 prayer must take.

For a recap, 50/50 Prayer means emphasizing and employing prayer in all venues and meetings that is structured so that:

50% of the prayer is focused on the needs of the congregation.

50% of the prayer is focused on the needs of the unchurched.

50/50 prayer must be stressed, encouraged, talked about, and modeled. But, 50/50 Prayer does not mean praying less for congregational needs. Rather it requires adding 50% to our prayer times to ensure we mention the needs of those who are unchurched.

If the reader would like some more reading on the strategic importance of prayer and church growth and health, here is a selected and annotated bibliography of classic prayer books I have found helpful:

- Terry Teykl, *Make Room To Pray* (Muncie, Ind.: Prayer Points Press, 1993). This is an excellent book, explaining how to add a prayer room to your church that people will actually use!
- Terry Teykl, *Blueprint for the House of Prayer* (Muncie, Indiana: Prayer Point Press, 1997). Here Teykl gives a workbook for your leaders to go through to distribute 50/50 prayer throughout your congregation. This is a great tool for a prayer or leaders’ retreat.
- *Fresh Wind, Fresh Fire* by Jim Cymbala (Grand Rapids, Michigan: Zondervan Publishing House, 1997) is a new classic. The quote I used earlier in this missive comes from it. Fantastic insights!
- David Bryant, *With Concerts of Prayer: Christians Join for Spiritual Awakening and World Evangelism* (Ventura, Calif.: Regal Books, 1984). Bryant turned the church on its head when he put small group interaction, varying types of prayer, and testimonies into a prayer event he called a “concert” of prayer. Tens of thousands of people have participated in these concerts in venues from sports stadiums to Sunday School rooms. These

energetic and creative “concerts of prayer” have helped revitalize prayer gatherings.

- Dick Eastman, *The Hour that Changes the World* (Grand Rapids, Mich.: Baker Book House, 1980). This is a classic book that explains how prayer is linked with bringing people to Christ. Eastman argues that the world will never be effectively evangelized if we do not increase prayer.
 - D. L. Moody, *Prevailing Prayer* (New York: Fleming H. Revell Co., 1885). Moody was involved in one of the greatest revivals America has ever known. And in this tome he tells how prayer played the key role.
 - Leonard Ravenhill, *Revival Praying* (Minneapolis: Bethany Fellowship, 1962). Another classic, that will inspire, motivate, and enthuse your leaders to take prayer for the unchurched seriously; eventually adopting it as a lifestyle.
 - Pray! Magazine (Colorado Springs, CO: NavPress, <http://www.navpress.com>.) is a great periodical that will remind you of the strategic nature of prayer. Put in on your end table next to “Outreach Magazine,” “Rev.,” and “Time.”
 - There are many more great books available on the important topic of prayer. But the above are tendered to begin to spur your thoughts and thinking on prayer. It is my hope that prayer will become a “core competency” of all congregations. It has to ... if we are to change the world!
- Times:
 - A prayer team pray can during each worship service.
 - Praying for the service.
 - Spaces for Prayer: Create prayer prayer times and spaces that foster prayer during worship services:
 - A prayer room (near the sanctuary) connects the prayers with the move of the Holy Spirit.
 - Fill the prayer room with prayer tools, that people will use.
 - See the book *Make Room to Pray* by Terry Teykl.
 - Develop a neighborhood/community prayer center.
 - Read:
 - PRAYER & Creative Ideas That Foster “Spaces for Prayer” at Vintage Faith Church, Santa Cruz, Calif.
 - Find this and more short articles on prayer by searching for “prayer” on www.ChurchHealth.wiki.
 - Varied Prayer Expressions:
 - Tell stories of answered prayer.
 - Provide prayer guides.
 - Organize city and neighborhood prayer walks.

- Appoint a prayer coordinator for each ministry team, each event, each small group. Have the champions meet regularly for training and support.
- Host a concert and /or school of prayer.
- Coordinate prayer triads.
- 50/50 prayer focus
- Develop prayer program to help people identify and pray for the “people of peace” in their lives.
- Times:
 - Host a 12- or 24-hour prayer vigil a couple of times a year.
- Find those with the “gift of prayer” prayer intercessors:
 - We often have trouble getting people to attend prayer meetings. And, this may be because those who have the gift of intercessory prayer don’t know they have it. Let me explain. When you invite everyone to a prayer meeting before the service, only a few people (probably those with the “gift of helps”) show up. The problem is that you have not identified those with the gift of intercessory prayer, and those with other gifts are only half-heartedly joining in.
 - But, the “gift of intercessory prayer” is listed as one of the gifts of the Holy Spirit in James 5:14-16, 1 Tim. 2:1-2 and Col. 1:9-12, 4:12-13. So how do we “find the intercessors?”
 - Firstly, let’s look at a definition of “the gift of intercessory prayer.”
 - These are people who have the special gift for “passionate, extended and effective prayer, c.f. James 5:14-16, 1 Tim. 2:1-2; Col. 1:9-12, 4:12-13 (see [this excerpt](#) from *Spiritual Waypoints: Helping Others Navigate the Journey*, Wesleyan Publishing House).
 - C. Peter Wagner estimated that about 5% of a congregation has the gift of intercessory prayer (p. 70).
 - Secondly, how do you help those with the gift, “find it?”
 - My professor Pete Wagner wrote a classic book on spiritual gifts and he suggests these five steps to finding yours (*Your Spiritual Gifts Can Help Your Church Grow*, Regal Books, pp. 68-70.)
 1. Explore the possibilities (e.g. the Bible and Spiritual Gifts Inventories).
 2. Experiment with as many gifts as you can (obviously the gift of martyrdom for example)
 3. Examine your feelings. (You are doing that with preaching.)
 4. Evaluate your effectiveness. (Are people growing in learning when you are in the zone?)
 5. Expect confirmation from the body.
 - Thirdly, Everyone Has the Responsibility to Pray (because there is a difference between “roles” & “gifts”).
 - Everyone has the “role” of prayer, but not everyone has the supernaturally empowered “gift” (see *Your Spiritual Gifts Can Help Your Church Grow*, Regal: 1979, 1994, pp. 85-87).

- For example, I think I have the gift of teaching (1 Cor. 12:28, Eph. 4:11-14, Romans 12:7, etc.). Though someone may have to teach on occasion without the gift, they cannot say they do not need teaching abilities. They do. But they don't get the supernatural charge and anointing that those with the gift regularly experience. Now, I'm not saying teaching is such a great gift. I think the gift of intercessory prayer is more critical.
 - But, everyone has the role of intercessory prayer, and is called to exercise it regularly.... some have the gift, and we should position and empower them for more effective ministry.
- In Luke 11:10-13 MSG, Jesus says ...

“Don't bargain with God. Be direct. Ask for what you need. This is not a cat-and-mouse, hide-and-seek game we're in.

If your little boy asks for a serving of fish, do you scare him with a live snake on his plate?

If your little girl asks for an egg, do you trick her with a spider?

As bad as you are, you wouldn't think of such a thing—you're at least decent to your own children. And don't you think the Father who conceived you in love will give the Holy Spirit when you ask him?”

Read more at ... <http://bible.com/97/luk.11.10-13,23.msg>

Appendix 6

Idea Generators for Leading Your Organization Into the Next (Size) Level

Leadership styles must change as the organization grows. Remember, if you don't change your leadership style, your style will usually stunt the growth of the organization (and decline it back to the smaller size that matches your leadership style).

First, let's look at some popular size designations for churches. The attached comparison is from Whitesel, 2000, p. 29). I like to use Lyle Schaller's designations (1981, pp. 17-63). But, I also appreciate Gary McIntosh's emphasis various designations for church size (1999, pp. 17-19).

Figure 1.7: Popular Designations for Congregational Size

Gary McIntosh*	Name	Small			Medium	Large	
	Size	15-200			201-400	401+	
	Focus	Relational base			Programmatic in orientation	Organizational base	
Lyle Schaller**	Name	Fellowship	Small	Middle-size	Adolescent	Large	Huge
	Size	40 or less	50-100	100-175	175-225	225-450	450-700
	Focus	Relational base	One big family	It maintains separate ministries	Doesn't recognize it is a congregation of congregations**	It is functioning as a "congregation of congregations."***	Administration consumes much time.

*From Generative Organizational Design: Apathy Over Generation



For a church of this size to become... a church of this size, ...it must become a "congregation of congregations". And this most naturally happens when a church becomes a congregation of generational congregations.

You can enlarge this chart at this URL: <https://churchhealthwiki.wordpress.com/2015/09/18/attendance-an-exercise-that-shows-how-leadership-styles-must-change-as-a-church-grows/>

The following are the size ranges of Sunday morning attendance.

- Fellowship size (40 or less, relational base):
- Small size: (41-100, one big family):
- Middle size (101-175, maintains adequate ministries):
- Awkward (176-225, doesn't recognize it is a "congregation of congregations," Hunter 1979, p. 63):
- Large (226-450, functions as a congregation of congregations):
- Huge (451- 700, administration consumes most time):
- Mini-denominational (701+, a network of congregations, each with its own identity)

Read:

The Church as a Mosaic: Exercises for Cultural Diversity, A Guest Post by Dr. Bob Whitesel (Dr. Bob Whitesel explores what it would look like for the church to be variety of ethnicities and cultures) overview courtesy of Ed Stetzer on The Exchange, Christianity Today, 2/10/14.

On the following pages you will find examples of leadership actions that grow churches out of the above smaller stages into larger stages.

Church Size	Keep at this size by...	Grow out of this size by...
40	<ol style="list-style-type: none"> 1. Not participating in programs and ministries offered by other churches in the community. 2. Multiplying the existing fellowship into another house church so as to keep the fellowship small and intimate. 3. Pastor does the work of ministry without help from others. 4. Functioning solely out of desire for attendance growth. 5. Believing a small church is limited in reach and ability. 6. Little leadership from anyone in the congregation. 7. The pastor is looked at as the leader and final answer to everything. 8. Let pastor make most of the decisions and lead most programs. 9. Suppressing thoughts and feelings because everyone just wants to get along. 	<ol style="list-style-type: none"> 1. Initiating ecumenical opportunities in the community to do programs and ministries. 2. Establishing new ministries, classes or groups to accommodate the growth of the fellowship. 3. Securing the backing and participation of one key informal leader. 4. The pastor moves from allowing ministry to happen organically to program planning. 5. Delegating the work. 6. Focusing efforts on being the church within the local community. 7. Helping people see their individual call in life, focusing on that passion and call. 8. Hosting brain-storming groups in which people's voices are heard and ideas shared. 9. Cooperating by using thoughts or feelings, and link up through honest and direct conversation.

41-100	<ol style="list-style-type: none"> 1. Worship focus is to meet the needs of the people who attend regularly. 2. The pastor holds on to the need to be connected relationally to all active members. 3. Micromanaging staff, refusal to delegate the “important” work. 4. Good board that makes decisions will help to control the leadership of the church. 5. Focusing on existing attendees to maintain the feeling of family. 6. Having only a couple of sub-congregations, keeping all the growth under the pastor’s leadership. 	<ol style="list-style-type: none"> 1. Balance between inward and outward focuses. 2. The pastor hiring additional ministry staff. 3. Creating boundaries for leaders to operate within, empower them to do their job, and hold them accountable. 4. Develop formal organizational structure and roles within the church leadership. 5. Pastors and teachers need to be given responsibility authority. 6. Multiple paid ministers (at least 2). 7. Ability to organize the church and the allowance of growth in the ministries available. 8. Research where hope is lacking within the community and begin offering hope to those in pain. 9. Becoming less afraid of sub-congregations; offering as many as we can.
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101-175	<ol style="list-style-type: none"> Continuing to support small groups as home groups who do not reach to non-churchgoers or new church attendees. Allowing anyone who has a desire to preach or teach to do so. 	<ol style="list-style-type: none"> “Missionalize small groups” with an Up-In-Out balance Establish preachers or teachers who have the knowledge and skill set to do so. Raise the quality of communication.
176-225	<ol style="list-style-type: none"> Not training lay leaders that are equipped to teach and lead small groups/other ministries in the church. 	<ol style="list-style-type: none"> Pastors and teachers must be missionally motivated to reach beyond the four walls. Form small home fellowship groups to prepare the unchurched for corporate gatherings. Training more leaders and empowering them to lead others just as the pastor would do.

226-450	<ol style="list-style-type: none"> 1. Not using past experience as catalyst to moving to the next level. 2. Not learning from others who have gone to this level prior to you. 3. Failing to cast a vision for the next phase of ministry. 4. Working solely to maintain what is already achieved. 5. Viewing small groups as a peripheral ministry. 6. Relying on staff and administration to do all of the work. 	<ol style="list-style-type: none"> 1. Form some initial insights into what you've been doing and why that works. Implement a stronger, fuller version. 2. Have a complete understanding of the ministry as a whole. 3. Strategically think about next steps. 4. Prioritize what actions are most vital for future success. 5. Making small groups a foundational/core ministry that provides people with the fellowship, accountability and care. 6. Multiplying lay leaders into more leaders, and pastoral staff being a leader of leaders.
451-700	<ol style="list-style-type: none"> 1. Pastor's doing all the pastoral counseling, marriage counseling, hospital visit, teaching all the classes, etc... 2. Not encouraging volunteer run ministries. 3. Under-developing a mission and vision that filter ministries, events and activities suggested by staff and congregants. 	<ol style="list-style-type: none"> 1. Allowing the basic pastoral ministry to be done by lay leaders. 2. Utilizing the pastor as a vision setter. 3. Clearly defining who the church is, what the church is all about and how it believes it can most effectively reach.

700	<p>1. Keeping churches isolated from each other in the denomination.</p>	<p>1. Plant churches, no matter how small the home church is.</p> <p>2. Preach and teach that no church is too small to start another church.</p> <p>3. Start new venues to reach an emerging culture (e.g. a culture that is growing in the community).</p> <p>4. Create unity services to express to yourself (and your community) your growing diversity.</p> <p>5. Discuss cultural differences to promote reconciliation.</p> <p>6. Leaders will create more sub-congregations by picking mentees who will ...</p> <ul style="list-style-type: none"> • Return and reutilize the skills of the 176 - 225 size range. • Return and reutilize the skills of the 226-450 size range.
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References

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Northouse, P. G. (2009). *Introduction to leadership: Concepts and practice*. Los Angeles, CA: Sage Publications.

McIntosh, G. L., (1999). *One size doesn't fit all: Brining out the best in any size church*. Grand Rapids, MI: Fleming H. Revel.

Whitesel, B., & Hunter, K. R. (2000). *A house divided: Bridging the generational gaps in your church*. Nashville, TN: Abingdon Press.

Appendix 7

Idea Generators for Adding or Strengthening Contemporary Services

Read:

- “WORSHIP & How to Multiply Worship Options & Avoid Worship Wars (by church size)”
- “WORSHIP & Why Sunday Mornings Remain the Best Time to Reach Non-churchgoers” and
- “WORSHIP & The Best Times on Sunday for Multiple Services” and
- “MULTIPLICATION & My 7 Principles for Launching Multiple Worship Venues, Campuses & Times”
- WORSHIP & How to Multiply Worship Options & Avoid Worship Wars (by church size)
- Find these short articles by searching for keywords on www.ChurchHealth.wiki

Strategic Leadership:

- For a strategic approach to adding contemporary worship, embrace the following:
 - Slow and steady, be patient. Steer the ship, set the course and let it happen naturally.
 - Honor those who want the traditional worship experience. Retain the traditional worship express, don't delete it. It is meaningful worship conduit for people who have grown up with or come to like that genre and aesthetic.
 - Find leaders who have a foot in both camps,
 - If you must, have two worship options at the same time.
 - The pastor could preach first at one service while music is happening at the other service. Then she or he could walk to main sanctuary to preach at the other service. Liturgy would need to be adjusted.
 - Or utilize livestream or recorded message for the sermon (though this should not be the preferred outcome, for communicating through an additional medium can make aspects of the message less comprehensive).
 - Another alternative being utilized at some churches, when both services are at 11am, is for the preaching pastor to alternate between the two expressions every other week: live at one service and then livestreamed at the other. (Johnson Ferry Baptist Church, Atlanta, GA)

- Some helpful feedback from other churches: “Traditional people don’t usually object to there being contemporary worship at their church, they just find it hard to engage in worship in that style. Showing the folks that a band can be sensitive and that more modern songs can be respectful and worshipful makes a lot of sense.” (Gill Marris)

Tactical Leadership:

- Create a leadership team strategy that incorporates service, small groups and cultural understanding (and eventually any needed cultural reconciliation).
 - Put together an A-Team! If you are trying to reach young people, then incorporate some of your best young people on the team.
 - People on the team should have varied gifts and passions (worship & music, pastoral gifts, small group facilitators, administrative gifts, evangelistic gifts, etc.)
 - Set a time table for launch or re-launch.
 - Begin to meet as small group. These initial meetings are not to organize, but to build relationship and hear God’s voice.
 - Begin to learn about the culture or generation you are trying to meet. Visit “hangouts” where this generation gathers to learn and observe.
 - Create environments to learn more about a culture and its worship styles.
 - Both non-churchgoer focus groups
 - And churchgoer focus groups comprised from that culture.
 - Learn by asking and listening.
 - Create mixers, or participate with existing mixers that allows you to build relationships. These can be service projects, parties, etc.
 - Share your findings with church leadership and allow them to join through prayer and wrestling through the type of service to provide.
 - Once clarity begins to form, begin designing a service. Remember, work within your means.
 - Recruit! There may be people God brings across your path to help. These folks may be used as “missionaries” to help get the service and strategy started.
 - As time draws closer, begin with some “dry runs” and possibly a soft open.
 - Be prepared to roll out small groups.
 - Be prepared to incorporate a different genre of music.
 - Build leaders! It’s about making disciples not providing a service. The services feed the disciple making process, not the other way around.