

Building Transformational Ministries

The excellent becomes the permanent

Jane Addams

What we hope ever to do with ease we may learn first to do with diligence.

Samuel Johnson

Go and make disciples of every ethnic group and teach all of them to do everything I have done.

Jesus the Messiah

There can be no Transformational Community without an intentional planned, orderly process of discipleship/change that is systemic, age specific, developmental and constant. The New Wine of Servant Evangelism and contemporary worship with concert quality music cannot make changes in character and competency. Wineskins that are systematic, sequential, systemic, challenging and Spirit-led alone will accomplish that goal. This requires a honeycomb of mutually reinforcing, Spirit-filled, Christ ennobling relationships throughout the church.

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Church growth

The church in the United States is increasingly conservative, evangelical, evangelistic and saying many of the right things. However, it is not growing. We apply those labels to our churches but they mean little because we are not really influencing our society or culture as much as one would think. Despite the fears of Left Wing Politicians that we are taking over the nation, we Evangelicals know what is really happening.

Churches are not growing in numbers, outreach or effective leadership. Aubrey Malphurs predicts that, unless things change dramatically, 100,000 US churches will close their doors in the next few years. As many as 4,000 already close each year. No county in the United States had a net increase in church members in 2000. Many individual congregations may grow due to transfer growth. Few draw new believers or recover Christians who have dropped out of church.

According to the Greater Cincinnati-Northern Kentucky Character Council, the Tri state region has about 2,000 church congregations. The Council is comprised of 7 counties with a population totaling 1.8 million citizens. In this community (according to the Yellow Pages) there are 1730 congregations: 1490 Protestant, 164 Catholic and 52 other. Of the 1490 Protestant, 32% are Baptist, 9% United Methodist, 6% Church of God, 6% Church of Christ, and 5% Presbyterian.

Many churches are not listed in the Yellow Pages. I estimate there are over 5,000 congregations in the Tri State Area. Few congregations are winning people to Christ or even drawing the unchurched. If every congregation grew by ten members there would be an addition of 20,000 new people learning about the word of God and His love.

Some 60% of all Ohio residents are unchurched. Yet about half of them say they have been born again and read their Bibles and pray regularly. Perhaps this is why church plants are the best way to draw people into the fold. After 911 we saw a slight up tick in church attendance that lasted only a few weeks. One pastor commented that, "People returned to church and discovered why they had left in the first place." Can that be changed in greater Cincinnati?

Pastors and Elders of large churches find few places to learn about leading a complex system of staff and members. As Einstein said, "The information that got us to this place will not take us to the next." Pastors may have the wisdom to lead a small congregation but no experience in managing a large expanding church. Where can they get the insights and support that such a challenge requires?

Today, pastoral leaders must compete with many sources of religious and secular entertainment. Additionally, the congregation no longer consists of uneducated farmers who know little about the world and whose expectations about speakers, music and leadership are low. Members are often better educated, better read and better traveled than their pastors. Many even have more intense spiritual experience. We need a new way of thinking for a new era. The education that brought us to the current place of

ministry place will not take us to the next place God has in mind. We live in a very competitive religious market.

The Ohio Heart Institute

A few years ago Mr. Carl Linder was inspired to fund a first class institute for the care and cure of the heart. "Why," he asked rhetorically, "do we have to go to Cleveland for heart treatment? Why do the citizens of Cincinnati not have access to the best treatment available in the world? We deserve the best, but we do not have it."

In August of 1999, I experienced first hand the reputation of the Cleveland Clinic. While suffering from angina on a trip to Singapore, I visited a cardiologist. I was, 12,000 miles away from home and he recommended the Cleveland Clinic for treatment. He said it was the best in the world.

Thankfully, I returned home to find that Mr. Linder's vision had become a reality for the citizens of Cincinnati, including me. Thanks be to God for inspiring Mr. Linder, Dr. Kerieakes and others to pursue a vision of healthy hearts for this area. Thousands are receiving excellent cardiac care and the world will hear of Cincinnati as a center of heart research and treatment.

Unfortunately, there is no comparable institute for the care and cure of Christian hearts. In fact, there are few places where funds for Christian planning, leadership, research and development. Microsoft, the richest and most powerful electronic company in the world, spent 17% of its 2005 budget on Research & Development. The only way to stay ahead of the pack is through learning more than others.

The recent war in Iraq proves that there is no substitute for constant learning for both leaders and members. Can the church not be as interested in research and development as Bill Gates and the Marines? Our warfare is much more important than that faced by the Army for our success hangs inclusion in the Kingdom of God.

Healthy Hearts for Christian Leaders

Cincinnati is a hot bed of solid Christian ministry and commitment. It is also a center for religious thought. We recently saw the development of one of the Underground Railroad Freedom Center. It was Revived Christians that broke the back of slavery.

The earliest leaders in the fight against abortion, Dr. and Mrs. Wilkie, are Cincinnati Christians. Dr. Jerry Kirk, a local pastor, founded CCV, NCAP and RRAP, all which battle pornography. Cincinnati is known throughout America as a model city for its stand against the evils that effect family life. Steve Sjogren originated the most important new concept of evangelism since revival music. His Servant Evangelism is being taught all over the world.

The world headquarters for Athletes in Action is located here and we are known for developing strong Para church organizations. Life Way Counseling developed one of

the finest Christian psychiatric hospitals and clinics in the world and Sweeten Life Systems is respected internationally for training leaders.

Unfortunately, we see too little of the benefits of religious leadership among our local churches. Local speakers travel around the world to minister but our city and region suffer from a lack of ongoing support for the thousands of pastors who minister here each day. Why is ministry more exciting overseas or across the nation?

Christian ministries come often into Cincinnati from outside to raise money, hold seminars and recruit staff. They see Cincinnati as a center for Christian activism but they take our support and spend it for political, social and spiritual priorities in other parts of the world. Additionally, when we need financial support for local ministries, we must go somewhere else to find it. We must change that reality.

Be Smart

John 14:12-21 Most assuredly, I say to you, he who believes in Me, the works that I do he will do also; and greater works than these he will do, because I go to My Father. And whatever you ask in My name, that I will do, that the Father may be glorified in the Son. If you ask anything in My name, I will do it.

If you love Me, keep My commandments.

And I will pray the Father, and He will give you another Helper, that He may abide with you forever--the Spirit of truth, whom the world cannot receive, because it neither sees Him nor knows Him; but you know Him, for He dwells with you and will be in you. I will not leave you orphans; I will come to you.

A little while longer and the world will see Me no more, but you will see Me. Because I live, you will live also. At that day you will know that I am in My Father, and you in Me, and I in you. He who has My commandments and keeps them, it is he who loves Me. And he who loves Me will be loved by My Father, and I will love him and manifest Myself to him. (NKJ)

Jesus was the most brilliant man who ever walked the earth. Although He never took an Intelligence Test there is no doubt that His ability to think clearly was exceptional. Yet he said it was better that He should go away. The bell shaped curve indicates that 50% of us are above the Mean and 50% are below. Only about 1% of us are at the highest level of the IQ scale but Jesus would have blown the top off of that test.

We know today that IQ is insufficient. One's ability to lead, manage and influence the world is largely due to Emotional Intelligence and not simply raw intellect. Even there Jesus was brilliant. In fact, He is better known for EIQ than even IQ. Jesus spoke about love, compassion, understanding and mercy. He touched the downtrodden, uplifted the poor, healed the sick, and liberated the captives and turned the world upside down in a very short time on earth.

Jesus knew when to confront and when to forgive. He had enormous self-awareness and self-control. Yet, it was better for Him to go away so He could send the Holy Spirit to be with us and in us.

Jesus Spiritual SIQ was also extremely high. He constantly heard and obeyed the Father and did nothing other than what He commanded. He had marvelous insight, great discernment and read the hearts of others both far and near. His ability to heal broken hearts, broken bodies and broken spirits was unrivaled. He even raised people from the dead. Yet, it was better that He should go away.

A new type of scale has just hit the market. It is not an IQ test or an EIQ checklist but it tests something that is even more important. It is called, the PIQ scale for Practical IQ. We all know people that scored 200 on an IQ test but could not keep track of their change. Einstein was said to be so brilliant that he could not remember the name of his kids. We get the absent minded professor stereotype from this kind of person.

I had a friend at Gordon Conwell Seminary. He had ADD very badly and he loved to schmooze with students and other faculty members. It was said that Richard would often start toward his classroom to teach and stop to chat with someone. Many times he would get so distracted that at the end of his conversation he would ask the person, "By the way. Was I going into the building to teach or was I coming out after teaching?"

Richard had a low PIQ. One professor has come up with a series of questions to test PIQ. If you were caught in a snowstorm in your car, what would you do to save yourself? Some high IQ or high EIQ folks will be totally confused. People with PIQ will find a way out. Jesus had a terrific PIQ. He was able to see through the dilemmas people threw at him and find a way out. When the men brought an adulterous woman to him and tried to throw Him a curve ball, Jesus showed His PIQ. I am sure we can think of many other examples from scripture.

Jesus had gumption, as my people would say.

The Church Leadership Needs it All

Drucker says that the most difficult organization to lead and manage is a non-profit organization. They have nebulous goals and the people we are supposed to lead and manage actually own the organization. The workers are mostly volunteers who can come and go as they wish and over whom we have no Authority or Power.

He indicates that the most difficult, maddening and challenging of all groups to lead, manage and evaluate is the church. Churches have all the same barriers that other non-profits but you can add even more. All the owners put a few dollars into the plate and think they own you and can tell you what to do while you think God has called you to lead them and challenge them to change.

It is almost impossible to figure out what the specific goals are and, after week end services, whether you have accomplished them or not. When giving is up we do not know whether it is from God, our efforts or a trap of Satan.

A church leader needs the IQ of a genius, the EIQ wisdom of Solomon and the PIQ of Mc Giver; the guy on TV who uses bailing wire and chewing gum to put an airplane back together while flying 600 miles an hour and get out of the most difficult scrapes ever know to man. How can we do that without cracking up under the stress?

Jesus gave us the way to do it

His way is the only way that can possibly succeed. He told the disciples that he would ask the Father to send the Holy Spirit to be our Counselor. I am a professionally trained Counselor. I have a Masters and a Doctorate in counseling and have taken many postdoctoral seminars, workshops and training programs. Even so, many situations in the church are way too much for me. While at Ground Zero counseling first responders I was often overwhelmed by their stories and concerns. Had this not been the Master Teacher, the Great Physician and the wisest man who ever lived I would not have believed it. Still I wonder how it can be.

He also promised that when the Spirit came "You will do far greater things than I have done." He also said, "You will have the Holy Spirit with you and in you." This was radical. In the OT people had the Spirit WITH them but no IN them. I think I am about to understand how to grow in IQ, EIQ and PIQ as well as SIQ.

It must lie in the power of a community. Only in a community of believers can we raise the level of functioning. Only then will we be able to be greater than any other person for when we meet together in His Name, He and the Holy Spirit are with us and this is what makes the whole much greater than the sum of its parts.

We have all experienced the power, wisdom and insight that can come when a non-believing group works together on a problem. Our intelligence and ability to understand an issue rises dramatically when we work together. Research by NASA showed us that a group of well trained engineers will predict how to solve a problem in space as well as a million dollar computer. Put some people in a room for awhile and tell them they have to solve a problem and they will work it out pretty well.

Now let us imagine how that same principle will work when we meet with not only mortals but also the Holy Spirit. As we abide in Him and seek His wisdom, insight, inspiration and guidance our collective IQ soars. The fruit of the Spirit flows so the EIQ is moving up and that PIQ needed to come up with a practical solution is right there. All this is, of course, dependent upon a healthy SIQ. If we truly learn to hear His still, small voice everything else will be OK. It is at this point that we will do greater things than even Jesus.

As we enter into His presence and hear His Counselor voice we can increase the level of our collective IQ by a huge number. When we meet in love and truth with a vigorous debate over the issues that confound us we shall see a dramatic rise in the corporate EIQ. I have experienced first hand the increased power and presence of the Spirit when meeting with a harmonious team of prayerful warriors. These are all in evidence not as individuals but as a body; a family; a team; a church. A rising tide lifts all boats. Any group will rise in intellect, love and power when they gather in the Spirit.

Why Stay in the Old Testament?

Too often the church has adopted the Old Testament model of ministry. The O.T. approach based leadership on what could be called a “particular charismatic ministry”. Only a very few people had the Holy Spirit with them. Elijah and Elisha, David and Solomon were anointed and depended upon the Spirit with them. However, even those men never, ever had the Holy Spirit in them.

Jesus promises that the Holy Spirit will be with and in us. This means that each believer can abide in the Spirit for the Spirit abides in us. Any congregation that equips and releases the congregation to know and flow in the Holy Spirit can impact the world.

The most common form of O.T. style leadership today assumes that the clergyperson is smarter, better educated, and more talented and has greater gifts than the congregation. Just imagine the collective wisdom, group power, community skills and aggregate love of a congregation of one or two hundred persons. Only when that happens can we fulfill the statement of Jesus that we would, “Do far greater things than He.” Most churches expect 80 to 90% of all ministries being done by clergy. That is less than 20% of the work force. No business could survive if only 20% of its workers actually came to work.

The only way we can accomplish the goal of Jesus is to release all of God’s people into ministry. We need to intentionally equip every member for ministry. One mobilized congregation could eradicate a fair amount of personal poverty, reach thousands for the Kingdom and influence the culture for God. The smartest, best-educated clergyman ever known cannot compare with the talents and gifts of a community of Spirit-filled believers.

The New Reformation

We also face another problem. Volunteers have no place to go for even the most basic training. Their options are workshops in Chicago or seminary training that is unsuited to lay ministry. George Barna stands as America’s most informed and influential modern prophets. His writings are brimming with warnings about the dearth of strong leadership. He wrote in an online newsletter:

After fifteen years of diligent digging into the world around me, I have reached several conclusions about the future of the Christian church in America. The central conclusion is that the American church is dying due to a lack of strong leadership. In this time of unprecedented opportunity and plentiful resources, the

church is losing influence. The reason is the lack of leadership. Nothing is more important than leadership.

Most recently, I have discovered that the current exodus from the church is partially attributable to the flight of the laity who possess the leadership abilities, gifts and experience. These individuals, whom the church so desperately needs, are leaving the Church because they can no longer stomach being part of an alleged movement that lacks strong visionary leadership.

These are people of capacity, people who can make things happen. I have watched with sorrow as they have tried to penetrate the culture of the Church and offer the benefit of their gifts. They have been unable to contribute because leaders neither lead their churches nor by those who understand leadership.

I have studied modern history to comprehend the dynamics of revolutions, people movements, societal systems and national fortunes. ... there have not been - and are not likely to be - any ...successful movements in which strong visionary leaders (are) not at the forefront... leading the way for change in thought, word and deed.

Christian Schwarz, in his book "Natural Church Development", based on a study of more than 1000 churches in 32 countries, concluded that empowering leadership was the first of their eight quality characteristics for healthy churches.

Leaders of growing churches concentrate on empowering other Christians for ministry. They do not use lay workers as helpers in attaining their own goals and fulfilling their own visions. Rather, they invert the pyramid of authority so that the leader assists Christians to attain the spiritual potential God has for them. These pastors equip, support, motivate and mentor individuals, enabling them to become all that God wants them to be.

Leadership is vital for healthy churches. Leadership is vital for the church to influence the society in which we live. Leadership is vital to encourage church growth. Leadership is vital to enable Christians to grow in ministry. Leadership is vital!

I agree with Barna but will broaden his challenge. The need is not just for "visionary leaders" but also even more for mature, equipped laypersons to do the functional work of the ministry. If laity does 90 to 95% of all practical ministries we desperately need places where they can be equipped for their tasks. Second, we need to equip all people to serve Christ at home, in the market place, neighborhood, etc. The focus of salvation is life not church. Third, pastors also need a place where they can get support for training their people. Only then will we be able to release all the Q's of effective ministry.

Approaches to leadership development, evangelistic growth and change

Most of the discussion about church growth, evangelism and outreach seems to revolve around the Sunday morning services. Articles, books and seminars may emphasize how to preach Builders rather than Boomers. Some experts emphasize narrative preaching rather than expository while others tells us that we can win the world through candles rather than bright lights. Some leaders say we must teach the word in a certain kind of format or God will not bless us. A few think that services that blend hymns and choruses will do the trick. These discussions all seem to point to Sunday morning wine and few discuss the wineskins that preserve the congregation once they are converted.

In The Experience Economy, James Gilmore and Joseph Pine delineate approaches to the delivery of a product to a client. Although they come from a business background, they are believers who are very concerned about the church. They believe churches need to analyze their systems of delivery and according to effectiveness. I agree.

It has been my experience among denominations of every stripe in countries of every kind that healthy, growing congregations need both a good wine and a solid wineskin; order and ardor; word and Spirit; faith and works. A wonderful music program or a great preacher is enough to temporarily draw people but they cannot be sustained without a strong infrastructure that continually builds people and develops new leaders.

The pyramid below is my representation of their ideas in operation. Only well-developed, healthy systems can transform the lives, families and communities. This requires us to influence both the head and the heart; body and soul; mind and spirit; thoughts and feelings; acts and habits. Information alone does not bring transformation. To information add music, excitement and actions and people will flock to you but it still is not enough to bring real transformation.

Transformations of long-term commitments, service and discipleship along with a Spirit-filled life take much more. We may have more “born again Christians” in our country but the culture remains relatively untouched. The corporate world may hear glowing testimonies from new believers but business ethics are largely unchanged. In short we must transform the congregation into a place of healing, growth, mutual support that reproduces disciples. This alone will fulfill the command of Jesus to *Go make disciples of all nations teaching them to do everything I commanded you.*

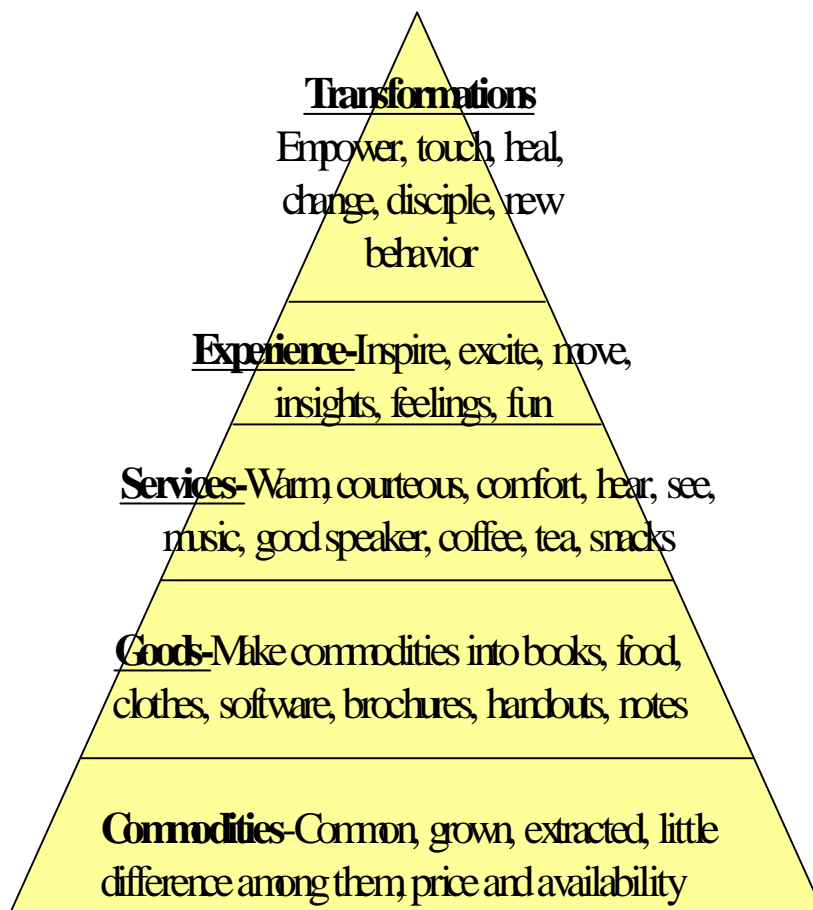
At the time I write this we are at war with Iraq. The Pope came out strongly against the “immoral and unchristian act by the United States”. He has a right to speak about such matters and I applaud his leadership whether I agree with the content or not. But the Roman Catholic Church has lost its moral authority by covering up the gross sexual sins of priests. By keeping secret many immoral and criminal acts the entire Church has become impotent. We cannot take the high ground on war if we selfishly lie to protect our own organization and people.

Integrity, moral authority and spiritual leadership are hard won at home before being shipped off to others. The moral leadership of church leaders is brought into question when they divorce their wives to marry younger women, write glowingly about rich but

unethical businessmen, attack the downtrodden and promote politicians whose policies are inimical to love and caring. Only an ethical system can transform people and society.

The Ministry Delivery Pyramid

Consider the following pyramid that represents increasing ways that organizations can influence its people. Commodities are any farm product, natural resource or program that cannot easily be differentiated from others like it. For example, iron ore, cotton, corn, water and coffee beans are all commodities. At the lowest levels are organizational aspects that are so common and available that they are considered to be commodities. A commodity is at the bottom of the value pyramid but creative people are always looking for ways to make their products stand out so they will gain market share and will be able to charge more for that product. Church buildings and services are so common they are commodities. There are some 500,000 churches in America so we have many to choose from and we need to differentiate our church from others if it is to be of value.



Think about coffee as a product that is moving up this pyramid. Coffee beans are grown and distributed all over the world at very small price differences. However, companies are always trying to enhance their beans to differentiate them from other coffees. They hope this differentiation will help them get a better price for the same commodity.

When a commodity is processed and developed it becomes a good and product so it is more costly and has more worth in the system. The next level of differentiation is the development of some type of advanced Goods and Products out of the coffee. Most coffee beans can be made into an acceptable Product so sellers develop other means of differentiating themselves from the masses. Folgers's is "Mountain Grown" implying it is different from other brands.

But many churches have fine Products. They cannot grow just by having good music, a nice building and up front people who are above average speakers. We need to make ourselves different and better than our "competition" by developing superior Services.

There are hundreds of cafes near my home that serve Good coffee. However, that is not enough for me. My mother-in-law wants her coffee served in a certain way. The waitress must bring her a cup that is half-full and piping hot. She knows nothing about the bean or how it is roasted but she certainly understands warm, quick, quality Service. Hazel will only frequent a café where the coffee service is to her liking.

How does the Service of your church stack up against that of Old First Church down the street of New Church of What's Happening Now in the Exurbs? Even Wall Mart has greeters indicating that people want to have service up close and personal. Many churches now have computerized family connections with security and name tags for the children, plus Starbucks Coffee served free with DVDS and lounges for the attendees to sit and chat before and after the event. That is Service competition.

I prefer a Service that allows me to mix my coffee. I take it one half decaf and one half caffeine along with good cream and fake sugar. This draws me to the places where the roast is good and I can mix it the way I want it. But, Service alone is not enough to keep me as a customer. I am also attracted by the Experience.

Many mornings I get up early and drive to my favorite café, Panara Bread. I pass several other places because I like Panara's ambience, service and accoutrements. The total Experience, is more attractive than that of the other places. Panara has a local paper, USA Today and the Wall Street Journal. Their classical music and free WiFi allows me to sip my coffee and read the paper uninterrupted by acid rock and bothersome waiters.

They draw me again and again and I recommend it to others. It does not serve my favorite breakfast foods but I am willing to forgo that to get a good Product, great Service and an excellent Experience. I rarely enter Panara without seeing small groups of chatting, business people with laptops. I also see families having a meal together and

Bible study groups huddling to talk and pray. These added value services and experiences keep people coming back again and again.

Starbucks charges \$1.60 for a small cup of coffee. Other cafes charge 50C for a constant flow. What is the difference? The Goods, Services and Experiences offered by Starbucks have an added value so the coffee is a Commodity but the other aspects of the church are the added value.

Next Steps

This is about as far as coffee places can go. However, churches can provide all these and more. Only the church can reach the next level and consistently offer a Transforming experience. Panara Bakery's Bible studies and prayer groups may be Transforming but it is not their intention. I can read my Bible, pray and meet with friends in a quiet place amidst the storms of life, but it is not where I regularly and deeply commune with God and other believers. It is difficult to have a deep fellowship and have a Transforming experiences in a public eating-house.

Transformation requires a community where mortals meet with each other and God in an ongoing, grace filled, leisurely, intensive manner. It includes worship, study, fellowship, caring, sharing, accountability, praise, healing, inspiration, etc. This is what the Christian community is called to be. We need to seek God's help in designing ways to meet Him on a regular basis.

The Church and Ministry Centers

Let's review these factors again.

- Religion in America is a Commodity that is available in many colors and sizes from many people with numerous services.
- People choose and change religious affiliations easily.
- Churches often look alike to an outsider so we need to differentiate our Product from others by adding value to the members' experiences.
- Many churches serve one Product and reinforce the commodity image. Starbucks has coffee 270 different ways. At the local church if you get any coffee at all it will be cooked and served their way not yours.

Some congregations attempt to differentiate themselves by advertising with few or no changes inside. "Come to the friendliest church in town," they say. But one visit will prove the ad wrong. "Welcome to the most gracious place in the region" but it operates on a works mentality. This is what I call a "Level I" change. It rearranges the Titanic's deck chairs but continues the same of old way of running the ship.

Others will try to improve their Goods by upgrading the bulletins, sound system or by painting the building. This rarely works to attract folks who expect excellence as a basic right wherever they go. They want more than clean and orderly buildings.

When I was a kid a local motel advertised: "Clean rest rooms." Today that kind of ad is a kiss of death. Every place should be clean from front to back. If a church does not have adequate rest rooms, good lighting, a great sound system, heat in the winter and cooling in the summer customers will avoid it like the plague. In fact, it needs luxurious women's rooms to stay in the race.

Basic Goods include a good projection system, beautiful bulletins, a nice bookstore, note cards as well as coffee and soft drinks with theatre seats. The days of cold, hard pews are long gone in progressive churches.

Service enhancements have also become so commonplace that everyone must do better just to stay in the race let alone lead the competition. Many churches lag behind even Wall Mart in welcoming new customers. I was once asked to consult a large church about why it was not growing. I became a "Secret Customer" at services, small group meetings and some classes. At no time was I approached by anyone other than an official greeter. When the members of the church saw my "Visitor Badge" they parted like the Red Sea and hastily turned their backs on me to chat with friends. The message was clear: "We do not want new people here."

One of the most challenging Service enhancements is the use of contemporary music and worship. This actually edges into the desire for a great Experience. In an ordinary church the music is just an element of the Service. Well-led churches make sure it all comes together in a wholistic Experience that has an effect on the heart and soul of the people. If the goal is only performance the music and liturgy are intended to be a quality Service that will bring people back to watch and marvel at the presentation.

In my consulting experiences, some churches have confused the latest musical craze for quality, heart touching, transforming encounters with God. People relate emotionally and spiritually to music that is familiar and special. Just being modern is not enough.

In a few churches Services and Goods meld to create an emotional /spiritual /physical Experience that will motivate, inspire, challenge, move and excite the people. There might be drama, a great reading, music that fits the theme of the day combined with a song sung by a professional worship band and congregational accompaniment that is so loud the building reverberates in perfect unison with the drums and keyboard.

This is about as far as any church even thinks about going. Having a personally exciting Experience to talk about all week is far above what we are expecting. An idea that we can expect Transformation is not seen as possible. Most do not even expect the Discipleship process to transform lives. They will settle for occasional attendance at a Sunday service. Many Seeker churches have even begun to stop mentioning Jesus Christ and do not pray for God's Spirit to come reducing the Experience to a secular

concert. The church cannot compete with secular artists. Unless God builds the house and the worship it is in vain.

Churches in the past did not compete with others. They simply offered whatever they had. Outreach and evangelism were not factors in the thinking of most leaders. Until Wesley outreach in Europe was the job of political leader. The state churches counted everyone that paid taxes as a member. Anyone who dared opt out was persecuted. The state brought people into the Catholic or Lutheran fold by military might. The Anglican Priest John Wesley was strongly criticized for suggesting that people needed a personal relationship with Christ. (Fink, The Churching of America.)

American churches are different. They must compete for new members while holding current members. This is a huge paradigm shift. Many leaders simply expect people to be loyal to their parish no matter what Goods and Services are served to them. (This may partially explain why denominations are losing members by the millions but continue to serve the same old goods and services and criticize growing churches that offer a different Experience.)

Some churches have learned from Starbucks how to please possible members by paying attention to their needs and wants. They listen careful to the unchurched and add the Goods, Services and Experiences that attract new people. This includes contemporary music; interactive prayers, friendships and family life and they tend to attract more but different kinds of modern attendees.

However, we must do more than Starbucks. Businesses and service organizations can't develop Transformational communities. Without Transformation there is little personal change and weak loyalty among the members. Without Transformation the level of personal and interpersonal change is minimal and leads to little financial, emotional, and service commitment. Only Transformation will lead to growing the congregation as a Community. Failure to Transform people will inevitably lead to lack of growth, support and mission.

Successful, balanced, long-term church growth will always include Transforming Experiences and a Transforming System. They will require members to pay a high spiritual and emotional price. Most churches are revolving doors that fail to get loyalty from their adherents and fail to grow consistently over the years. If "Hangers on" can get the same benefits that committed members receive there is no reason to commit. This means that Discipleship and commitment to mission are diluted.

Some churches are so eager to recruit new members that they ask very little in return. One of the things that contribute to strong loyalty is an "Inquiry Class" that lays out directly the cost of membership. These staff-led meetings will clearly state the Mission, Vision and Values of the church and suggest that anyone who cannot accept those criteria should not join. The classes model and teach new members the kind of church they are committing to be by involving the members in small groups, prayers, personal sharing and outreach.

In the following chapters we will explore ways to develop churches that provide goods, services, experiences and transformational encounters that translate into robust growth of individuals, family life, community outreach and mission. I believe it is important for churches to last for many years not plan just for the moment.

There can be no Transformational Community without an intentional planned, orderly process of discipleship/change that is systemic, age specific, developmental and constant. The New Wine of Servant Evangelism and contemporary worship with concert quality music cannot make changes in character and competency.

Wineskins that are systematic, sequential, systemic, challenging and Spirit-led alone will accomplish that goal. This requires a honeycomb of mutually reinforcing, Spirit-filled, Christ ennobling relationships throughout the church. We need a strategy that offers members more than a string of unrelated events even if the events are terrific.

How People Grow

One of the causes of our current crises in loyalty, character development and maturity comes from a lack of knowledge about how people grow and change. *Bringing new people to faith is child's play compared to training the new kids to be spiritual adults.* Evangelism, like conception, is the natural result of love. However, lovers never count the cost of romance. Now that I have two children and three grand children I see what sacrifices and work child rearing requires. It was well worth the price but it was costly.

Christian leaders must understand how to rear new babes as experts in the processes of discipleship and equipping the saints. Persons with no formal training or experience in Transformation do 95% of all ministries. I learned about Transformational thinking in a small village school with only four teachers for eight grades. I was taught in that same school so I understood what to do. I had all subjects for primary grades five and six. I also drove the school bus and coached all sports.

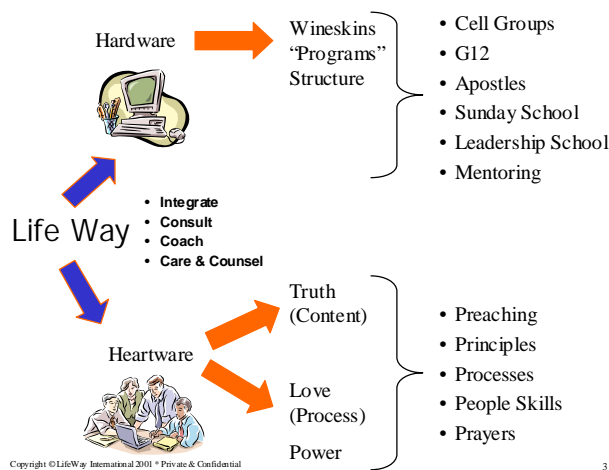
I had to prepare every one those 35 students to enter the next grade. Since I could not personally supervise every student I put them into teams and coached the better students to help those who lagged behind. Thankfully, they all finally responded with care, understanding and compassion but I had to train them how to be a team.

I had some anxiety about whether the children would be willing to learn from their peers. I worried for naught. They learned better and faster from peers than from me. Kids spoke the same language and had the same needs. This is common sense and consistent with my life experiences but I did it only after I was forced to adopt a new system. I thought I was supposed to be the expert. But guring did not work and I learned the power of discipleship through peers.

Research about counseling affirms the power of peers. Having a support system is crucial to growth, healing and change. Only a honeycomb of groups, families, classes and peer support systems will Transform individuals and groups into mature Disciples.

We cannot bring transformation without developing a system of personal discipleship, skilled leaders and intense, ongoing, supernatural experiences. Lifestyles do not change quickly or without practice and support. Cell/Base groups and regular, habit-forming places of worship, word, waiting on God, doing the works of God and witnessing can touch the whole person. Close fellowship, love, truth and accountability are necessary to bring about real Transformations.

Below is a diagram showing how a church can integrate both the hardware and software of a Transformational Community.



Mega churches are like malls. They offer different goods and services to a variety of customers. One church offers seven weekly morning services with evening specialty services planned as needed. They have focused small groups for different cultures, languages, ages, marital status and professional interests. There are transformational ministries honeycombed throughout the congregation. In fact, some churches meet in malls so members attend a service and then eat, shop and attend a movie.

This can occur only over time and with great effort. There are relapses and numerous hits and misses. The plan will include every aspect of our life.

- Church Organizational Structure
- Personal relationships
- Teaching

- Worship
- Preaching
- Large and Small Groups
- Cerebral-cortex (mind)
- Limbic system (heart)
- Thinking
- Action

C. H. was a mall church that offered many different types of meetings to minister to various age groups, style preferences, and occupations. This was the Wineskin part of the equation. However, the Wine of teaching content, music, emphasis, prayer; etc can vary widely from church to church.

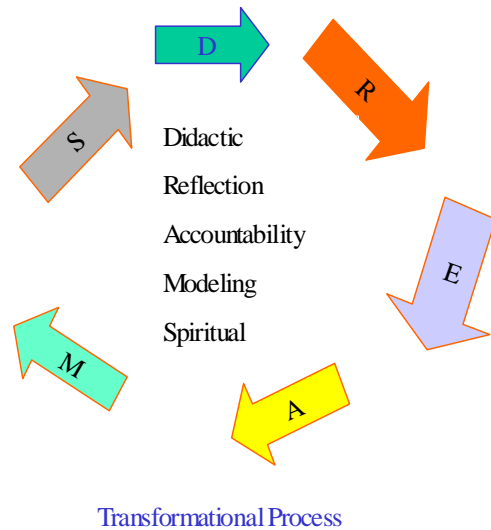
- 8:00 worship of traditional, quiet organ music in the sanctuary.
- 9:30 & 11:00 worship of blended upbeat, exciting music, some drama,
- 9:30 Fellowship Hall with youth band, upbeat, simple talk, fun, fast, exciting.
- 11:00 Fellowship Hall free worship, high touch, communion, gifts, healing prayer
- 9:30 and 11:00 Children's Worship with age appropriate styles

The congregation had weekly education, training, groups, outreach and special speakers. The buildings were busy seven days each week 18 hours each day. The key was having services to fit every age group, spiritual level and biblical need. Every congregation has a different structure, organization and strategy or hardware . Relational heart ware will work on any type of hardware whether a classic Sunday school adult education, a cell structure or the G12. We suggest you focus on relationships, family life, group dynamics, parenting, healing, prayer that are essential elements of every church.

The church can influence and transform lives like no other organization. We have more time and opportunity to organize, challenge, engage with and relate to people than any group. However, we need to spend our time wisely and effectively. The next chart illustrates how we can be most effective and efficient in influencing our members. In it I compare a strictly cognitive or cerebral approach to one that includes the heart. Heart ware is needed for transformation to occur.

The transformational process

Transformation produces believers with maturity inside a community of fellow travelers. It has coaches, mentors and disciplers who offer love, truth and power. Growth comes primarily from life together but seminars, workshops and classes also set the stage for transformation. Workshops follow DREAMS process to engage the whole brain as well as the body, Spirit, group dynamics, discipleship and accountability.



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Didactic-Lectures, reading and visuals

Reflection-Interaction, contemplation, discussion with paper and pencil exercises

Experiences-Role plays, rehearsals, homework and positive worship, prayer, etc.

Accountability-Supervision, feedback, correction, affirmations

Modeling-Watching others practice the skills.

Supernatural-Prayer, worship, scripture, encountering God

Every group, class, service and event needs to be planned to maximize the elements.
Analyze your major events and scale each one to see how you are doing.

Scaling DREAMS low----Med-----Hi

Sunday School: 0-1-2-3-4-5-6-7-8-9-10

Didactic,
Reflection,
Experience,
Accountability,
Modeling,
Supernatural

Worship: 0-1-2-3-4-5-6-7-8-9-10

D
R
E
A
M
S

Home Group: 0-1-2-3-4-5-6-7-8-9-10

D
R
E
A
M
S

Evangelism: 0-1-2-3-4-5-6-7-8-9-10

D
R
E
A
M
S

Group Transformations

The most powerful preacher in the 1800's had a voice strong enough for 20,000 people to hear without amplification. He was heard by almost one third of the total population of the United States during the time of the Founding Fathers. Yet, few now know his name and his current influence is negligible. One of the great preacher's contemporaries was a man whose legacy is well known worldwide. His preaching was good but not great and he felt like a failure after hearing the great preacher speak. What was the difference?

The man who changed Christianity did more than preach. He also built systems or wineskins that included personal skills, mutual confession, accountable and supportive. They had relationships that were Transformational. The groups were not dependent upon one gifted "personality" but a team of lay leaders. The classes, groups and structure influenced every dimension of a person's being; mind, will, emotions, relationships and spirit. They built resiliency, maturity and healthy lifestyles.

George Whitfield's powerful voice and gifts as a speaker may have been a curse rather than a blessing. He spoke persuasively and God blessed the masses for a moment. Unfortunately, it did little to transform the churches or the nation. His legacy is negligible. Had we been alive during his time we would have probably voted him the best preacher in the English-speaking world. We do love big stars.

John Wesley, on the other hand, was convinced that he had to train and equip believers to do the work of the ministry. He wrote training manuals and he established practical training groups he called "classes". He was a fervent preacher who spoke with fire but also designed fireplaces into which the embers were placed for ongoing usefulness. He developed workable "methods" that made a difference in people's lives. Wesley built individuals and groups that met and practiced spiritual disciplines each week. He

demanded and received practical, skill based relationships. His methods changed England and continue to change to the world. His new name: Methodist.

Whitfield has been forgotten but Wesley is famous as the founding genius of Methodists, Salvation Army, Nazarenes, small groups, lay education, Alcoholics Anonymous, outreach to the poor, etc. His legacy is enormous and will continue for many years. Whitfield is gone and almost forgotten for he did not write, train or build systems. Mr Wesley continues to move the world through the systems he introduced.

A transformational system must include ongoing relationships and the development of habitual healthy patterns, rituals, activities, interactions books and training materials.

Workable Wineskins with Wisdom

Ephesians 4:11 he gave some to be apostles, some prophets, some evangelists some pastors and teachers to equip the saints to do the work of the ministry. Throughout history followers of Christ have organized themselves into bands large and small in order to carry on the words and works He commissioned. Some have been very loosely arranged households while others have developed into military-type international bureaucracies. One preacher was heard to say that he had made an exhaustive search of scripture and discovered the exact, unmistakable nature of church structure. The problem was, "I found one perfect structure twenty-nine different times."

Some of us are rediscovering Ephesians 4 and attempting to organize our churches with these leadership functions in mind. A new paradigm requires dramatic changes and agonizing reappraisal of how we do church. The five fold ministry designations of Apostle Prophet, Evangelist, Pastor and teacher are "functional" descriptions of how to keep the processes of a congregation healthy. They are not "job descriptions" for specific persons with exact characteristics that are still in force and differ greatly from each other. This has tremendous implications for local congregations.

Individual Focus	Community Focus
Most popular	Very rare
Personal growth	Congregational growth
I centered	Community-Group centered
What's in it for me?	What's in it for the church?
Personal care and counseling	Group support and healing
Consistent with Boomer culture	Counter the culture
Questions and Leadership	Questions and Leadership
Who is God for me? Lover, Judge, Warrior	Who is God for the church? Lover, Judge, Warrior?
Who am I? Child of God, Strong, etc.	Who is the congregation? Family, system, history, roots.
What does God require of me? Repent, Go,	What does God require of the church?

Forgive, sing, weep	Open to all, reach out, send,
How do I feel about that?	How do we feel about that?
Leads to growth in personal spirituality, more faith in Jesus, More open to God, disconnected from world, decreased loyalty to congregation.	Leads to growth in membership, more participation, corporate ministries, community outreach, connection with served, strengthen loyalty
Pastor led	Team led
Pastoral ministry central	Lay ministry central
Pastor asks: "How may I help you grow, get better, feel better?"	Pastor asks: "How are you using your gifts, talents and time for God?"
Pastor leaves and ministry stops	Pastor leaves and ministry continues
Problems are located within each person	Problems are largely systemic
Implications of each decision is clear	Each decision has unforeseen consequences that can last for years.
Complaints are open issues to be solved with direct actions	Complaints are usually triangles that have hidden meaning.
What is best for Mr. Jones, Rev Smith or the Mrs. Miller?	What is best for the long-term legacy of Community Church
Need of the hour?	Need of the future health?
Symptom relief	System health
Content of issues and problems	Processes insure relational wholeness
Weakness focus	Strength focus
Medicate to reduce pain	Challenge to improve resiliency
Experts know what to do for others	Wisdom resides in flock
Trust only experts	Trust the people
European model	American
Scarce resources	Abundant resources

Both are needed but in the individualistic west we rarely hear the community questions.

Leadership for Great Churches and Ministries

An effective way to promote healthy systemic growth is to ask good questions that promote congregational unity and mission thinking. Queries are often more effectively than good directives. For example, we might ask:

- Will our walk with God change as a result of this program, proposal or event?
- How does this help us accomplish our purpose?
- How will this move us forward as a congregation?

Leaders need to use fellowship and discussion to promote insights and creative thinking. Formal meetings require an order, proposals, votes, etc. We need lots of time where discussions proceed without Robert's Rules of Order. The European approach fosters discussion, reaches a consensus and then asks for a proposal.

At College Hill we did something similar. Elders meetings consisted of prayer, sharing, discussion and dialogue. All that occurred before we took a straw vote to discern the way things were going. After that we made a decision about calling for a formal vote. If there was no near consensus after all that deliberation, we assumed God's voice was not understood clearly and we postponed a vote. This allowed us to move forward on controversial issues with minimal friction.

The two poles around which conflict often occurs are between a preference for structure and a desire for complete freedom. Some of us need order, structure, planning and neatness. Others need spontaneity, freedom, flow and inspiration. On the MBTI temperament test the orderly ones are called J's and the spontaneous P's. I am a strong P by preference for I love freedom. However, by training I am a J.

Every organization needs both J's and P's in leadership. The five-fold leadership functions, along with biblical gifts and talents, promote a team approach. God knows we need both J and P preferences. This keeps the church balanced in planning, processes and performance. However, J's prefer to be with others like themselves and P's struggle with the J desire for closure and wish everyone could go with the flow.

Think of the ways you operate. If a P you are spontaneous and open. J's have a desire for closure. We rarely act in opposition to our preferences. That is like writing with our off hand. This is why elders constantly discuss how to function. The people at each end offer convincing "biblical" reasons why their way is the most spiritual. Some cannot handle the tension and split into opposite camps. P churches are typically on fire with no fireplace so sometimes the place burns down. J's love to carefully build a fireplace but may not be sure how to start a fire.

A comparison of P and J Preferences

Preference	P Spontaneous	J Planning
Intensity	Ardor	Order
<i>Feeling</i>	Freedom	Structure
<i>Timing</i>	Right now	Later
<i>Planning ahead</i>	Cannot nail things down	Must nail things down
<i>Communication</i>	As it occurs	Written
<i>Emphasis</i>	Feel Spirit now	Spirit in planning
<i>Ministries</i>	Blow up fast but do not last but exciting	Slow and steady; always ready, but dull
<i>Transitions</i>	No plan, hear God	God speaks in committee plans
<i>Organization</i>	Loose, go with flow	Structured, know in advance
<i>Authority</i>	Individual decisions	Group decisions
<i>Emphasis</i>	Personal & individual	Impersonal and corporate
<i>Legacy</i>	Usually one generation	Long-term influence.
<i>Human emphasis</i>	Emotional	Thoughtful
<i>Guidance</i>	Must hear God daily	Bible, discussions, Spirit guide
<i>Change</i>	Urgent and often	Patient and rare

<i>Structure</i>	Organic	Organization
<i>Language</i>	Spiritual, hear God, urgency	Human, organizational, patient

Jesus used the wineskin metaphor to illustrate this problem. He was a radical change agent so His fire was hot, wild and dangerous. Or, in his terminology, He came with new wine and said He needed to have a new wineskin. We call the wineskin, the church. Every renewal, revival and reformation brings new wine. Every new anointing and new insight of the Holy Spirit needs a new bottle. As the new wine ferments, expands and grows the old wineskin is stretched from internal pressure. Rigid wineskins will burst spilling the contents. We call it church splits and church plants.

This happened during the Protestant Reformation. New groups called Lutherans, Calvinists and Ana-Baptists developed structures, forms and ways of organizing new wineskins different from Roman Catholics. The same thing is happening even now around the world. Reformers said *the church reformed; ever reforming* so developing updated wineskins is important in a contemporary revival.

Many seem to think that the church can live in a continuous revival. That is not possible nor is it desirable. That would be like expecting marriage to be a daily romance for 50 years with no time out to care for the new babies, train the youth or work. In fact, we normally go from a Revival to a Reformation to an Awakening. An overemphasis on the fire, spiritual gifts and power will blow the church up; too much emphasis on The Word dries it up and too much emphasis on The Fruit will swallow it up.

Comparing New Wine and New Wineskins

New Wine	New Wineskin
Anointing	Government
Preaching	Liturgy
Teaching	Outline
Caring	Small groups
Healing	Pastoral counseling
Worship	Order of worship
Prophecy	Elders' authority
Hear God	Strategic planning, mission, vision
Presence of God	Word of God
Feelings	Plans
All free to follow God's Spirit	Order and boundaries
All have gifts and freedom to use them	Eph 4:11 structures
No creed but Christ	Historic faith and creeds
All equal in Christ	God's has order in the church
Hear God	Discuss what is best
Know nothing but Christ	Study to show yourself approved
Hear God guide us	Committee studies and planning
Lay ministry	Clergy
Values and Goals	New Members Classes

Paradoxical Integration of Preferences

A church that wants to build for the future and develop an ongoing ministry needs to integrate these two poles. My mother-in-law used to lecture Karen and me about our money. We were young, poor but spending money like drunken sailors. Coming from poverty we both worked hard and wanted to jump up to the middle class with new cars, furniture, clothes, etc. But Hazel said that we needed to learn that "There is more to managing than to making."

I spontaneously spent money without thinking about the future. My time frame was, "How much I am making right now". I wrote checks but failed to record them. I made good money but managed it poorly. We needed a budget. Yikes, I hated the thought of deciding in advance what we would spend. I felt restricted, pressured, constrained and smothered. We were poles apart from Hazel on the scale of making and managing.

Karen was more orderly about the budget. Hazel had taught her to plan ahead. We had many arguments but finally integrated the two extremes. I even learned how to record checks in a proper manner. We have survived for forty plus years despite my passion for freedom.

Church life is a big family. It has people in all the places on the personality preference spectrum. Developing an organization that accepts and affirms all the temperament types is crucial to effective planning, exciting spiritual experiences, leaving a legacy, good money management, budgeting, building maintenance, leadership transitions, spiritual renewal, pastoral care, loving each other, etc.

Wisdom for a Workable Wineskin with Wonderful Wine

The spiritual Wine referred to by Jesus comes from knowing, loving and enjoying God. It is experiencing Him personally and living a life of daily renewal in the Spirit. The Wine is God's Word, His Fruit and His Gifts. A successful church must have a continual flow of Wine with regular feeding on His word, doing His works and growing in His Wisdom. Intense spiritual experiences in worship, word and loving relationships provide the energy to keep going when life is hard. Wine thrills us, motivates us and fills us with the character of God. It leads to **ardor**.

However, without a Workable Wineskin, the Wine spills on the ground and disappears. It does not flow continually or refresh the people constantly. It has little real influence or lasting impact. Spilled Wine is lost Wine and lost opportunities. Wine must be captured, focused and its intensity made permanent in our personal and family habits. Practice makes Permanent.

During the Seventies Karen and I joyfully joined the Jesus Movement. It was full of heavy duty Wine. We worshipped daily, prayed constantly, fellowshiped incessantly and shared our goods openly. It was heady. I loved it. I grew through it. I wanted to build three tabernacles on the mountain for the Father, Son and the Holy Spirit. I had discovered the Trinity and assumed that I was the first.

I concluded that Baptists, Methodists, Presbyterians and Catholics would disappear to be replaced by millions of intense, loving young people who spontaneously stayed up all night, worshipping, reading the word and witnessing to unbelievers. I imagined that the hordes of the great unwashed would drive the clean, structured, organized rascals out of the church. I could not wait.

I am now older with less energy and less naiveté. Over thirty years later there are still millions of Presbyterians, Baptists and Methodists and almost no Jesus People. An old friend, Jens-Petter Jorgensen of Norway, attended an all-Europe Leaders' meeting in 2002 at which an analysis of influential churches was made. The churches most influential in Europe are the Baptist Saddleback and Seeker Willow Creek. To use a line from the revolution, "Where have all the Jesus people gone, long time passing?"

Yes, most of us from the Jesus Movement are still with Christ. The ones who survived have developed structures, organizations and plans along with feelings and the power of God. We no longer spend all night sessions at house-church meetings. Work, children and grandchildren demand our energy and sleep is sweeter now.

Most effective modern churches have Wineskins that effectively deliver the Wine to members and Seekers. Rick Warren is alive, active with God and filled with the Spirit. He is also has people who have the genius to build Wineskins. He has small groups, wonderful programs for children and youth, pastoral counseling, a web page, special services, materials and a wide variety of structures.

Bill Hybels is a marketing whiz. He is a wonderful speaker who inspires and challenges. However, his team has always had good administrators, organizers and leaders. Even the Vineyard, a Third Wave outgrowth of the Jesus Movement, has only grown when there has been a marriage of preferences with both Wine that is powerful and Wineskins that keep all the good stuff from spilling on the ground.

My years in ministry and in consulting taught me a lot about the blessing of balance. We enjoyed the **ardor** of God's anointing along with the **order** that comes with establishing a healthy congregation. We concluded that churches should be designed to last until He returned. This being so, the organization has to survive for years not just next Sunday. It requires planning, organizational development with a mix of gifts, talents and personality preferences and the presence of the Holy Spirit.

We successfully integrated opposite preferences and the result was a place of Workable Wineskins and a continual flow of Wine. We constructed different Wineskins within the one congregation. We wanted a wide variety of personalities to feel good about church. We tried to plan each meeting to combined elements from all preferences. Our teaching

sessions, preaching, elders' meetings, worship services, small groups, congregational gatherings and times of fun were specifically designed with the varied needs of all people in mind.

I attempt to understand every group and speak their language with the MBTI for all staff, leaders and new members. Everyone also took a gifts checklist. People came alive when they discovered their preferences and how to relate to others.

I learned "To fail to plan is a plan to fail". We believe in the gifts of the Spirit so we must plan ways to teach everyone how to experience and release the gifts. We believe in counseling, healing and caring so we must train every person to relate with love, pray with power and live under the truth of scripture. We believe that God wants to dwell with us so we have to provide space for silence and contemplation as well as noise.

Every member of the pastoral staff moved from being a doer to equipper. We met each week and reported on how we were doing and challenged each other to train others instead of directly ministering to every situation. The lay helpers staffed the Teleios Center, led recovery groups and ministered at all Healing Services. They taught the Teleios courses and helped us teach around the world.

Ron Rand developed a successful evangelism program of 50 people who called weekly on visitors. Hundreds came to Christ. He also developed an Inquirers' Class for those interested in exploring membership. The Evangelism Team visited hundreds of homes and thousands came to faith in Christ.

The choirs sang and prayed for one another

As a therapist with gifts of healing, discernment and wisdom I discovered that the most important thing I did was "Equip the saints to do the ministry" of healing, discerning and wisdom. Instead of doing the pastoral counseling at CHPC I equipped 65 Para professional counselors. That multiplied my ministry 65 fold.

We taught the elders and the entire congregation Listening for Heaven's Sake and Speaking the Truth in Love to foster mutual respect and care. The church was honeycombed with training, groups and accountability. We had monthly Body Life Service where free worship, release of the gifts and healing prayers were freely practiced so New Wine was encouraged. Sunday morning was structured and planned with many innovations in worship style and liturgy.

Mel Steinbron equipped 125 Lay Pastors and 30 Visitors to care for the elderly, give communion to shut-ins and minister in the hospitals. His dissertation and book Can the Pastor Do It Alone has helped thousands of churches around the world.

Pastors who do personal counseling will not see church growth beyond the number they can help. Evangelists who do personal evangelism cannot see church growth beyond what they can do. Teachers who only teach and prophets who forth tell will not see many people grow. The Bible tells me so.

A Flow Chart of Ministry

All of life is a process of change and we need to relate to persons at each stage of their interaction with us as Christians. As a former teacher I remember well the classes in developmental psychology. Teachers of the first grade certainly needed to treat the children differently than those assigned to educate Junior High Youth.

The same is true for medical doctors. Although all must know the basics of medicine, a pregnant woman seeks help from a person who specialist in Obstetrics and Gynecology but she takes her baby to a Pediatrician soon after he is born. One of the more recent specialties in medicine focuses on helping women get pregnant. It is an expensive and complicated issue but it seems the ranks of couples struggling to conceive is growing.

We can compare church life with medicine. Bringing people to Christ is like fostering pregnancy. Developing assistance for the newborn is like pediatrics for newborn believers need special care and feeding.

Stages of growth into maturity

It is obvious that all growing things go through a series of distinguishable stages or steps as they move toward maturity. No one arrives at a set, static stage of MATURITY. All of us change, grow and develop as persons, Christians and servants. Below are stages of development in the Christian life.

All people who do not know Christ or are unchurched we offer A's works of mercy and the gospel. The Scoffer Scale describes interest in Christ.

Beginners who need the milk of life and teaching. Ministry is restricted to testimony or tasks that require little mature knowledge or experience.

Continuing to grow. Require Moderate Meals of Christian life, teaching and ministry.

Disciples are involved in the church's mission and ready for Meaty subjects. Are not trained for a specific ministry. May serve as an intern to test skills, knowledge or gifting.

Equipped for a specific ministry. Have the call, gifting, maturity, skills and motivation to teach Sunday school, lead an evangelistic outreach, head a small group or serve as a Para-professional Helper.

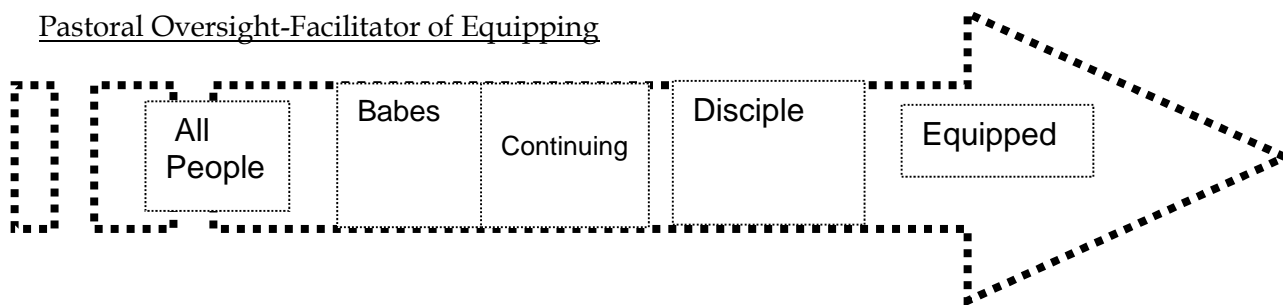
Equipper of Ministers are those who have the maturity, knowledge, skills and call to train Disciples to minister. Are able to coach, consult, mentor, supervise and pass on the necessary equipment to teach Sunday school, small group leadership, evangelism, etc.

Facilitator of a ministry can Equip Equippers and oversee the Sunday school, youth ministry, evangelism program, administrative activities or the lay counseling center.

Going into the world as missionaries those who are Equipped or Facilitating a Ministry

Equipping for Growth and Ministry

Pastoral Oversight-Facilitator of Equipping



Equipping efforts need to be consistent with the emotional and spiritual age of the student as well as well rounded in terms of educational focus. As a basketball coach I quickly learned that the fifth grade players w could not perform as well as those who in Junior High. I had different goals and expectations for each person according to his age, height, weight and experience as well as his abilities and talents.

I learned that lectures were but a very small part of the learning process. It was necessary for the players to spend hours passing and dribbling before they were skilled enough to play the game. As a result of coaching I developed a system of discipling Christians how to play the game of life. Practice makes permanent...

Getting off to a Good Start

Pastors can get off to a great start by establishing a class for Seekers. Inquirers groups have many good outcomes.

- It forces us to be clear about who we are and what we believe is important. To tell others about our church we must first clarify what we mean.
- It keeps us focused on our key values.
- It develops a clear “wineskin” for the church to follow.
- We develop disciples who know the mission, vision and values.
- We can encourage people who do not fit to find another church.
- It focuses new people on important issues, ministries and teachings.
- We can more easily recruit people for a ministry.
- It helps new members find a place to get involved.
- New people understand the church’s structure, goals and style.

The Wineskin or Structure

The process begins in the All Section of our flow chart with those who are not yet members. The class ends when the students receive Christ and decide to join. Some Seekers are brand new Babes while others are mature Christians. However, all need to really understand this particular congregation. We suggest that you call it an Inquirers’ not a New Members’ Class. People are inquiring about us and we are inquiring about them. There are no guarantees for either party and folks can inquire without joining.

Priorities are:

- Fellowship. Use the DREAMS acrostic to plan the group.
- How to be a Christian. The good news is explained and all are asked to receive Christ as Savior.
- What does it mean to be a... (Methodist, Presbyterian, Baptist, Anglican, etc) Explain the basics of the group's history and unique theology.
- Why is our local congregation unique among all those in our network?
- The expectations, structure, ministries and opportunities for involvement.
- Do a gifts, talents, temperament, call, inventory including the MBTI or DISC
- How we handle controversy.
- Who to call in an emergency.
- Small groups for taking the next step in the church
- Receive new members. The official board needs to do this by listening to every person's personal testimony.
- Have a public service to receive the new members

Overview of the growth chart

	A	B	C	D	E
Who	All unchurched	Beginning Babes	Children in the Church	Disciples of Christ	Equipped for ministry
What	Mission Outreach	Make welcome Feed milk	Meet Needs Solid teaching	Mold into followers with Meat	Leading and serving others-Ministry Skills
Why	Must engage non-churched	Fold into community	Support growth & healing	Need meat	Reproduce self, expand ministry
Where	Serving, interest groups, Children, etc	Fellowship, food, friends, practical	Groups, prayer, counsel	Topical, Bible, integration	Add skills to truth, talents & gifts

After learning to Minister we must raise up a few folk who can actually mentor minister or train coaches. This is the only way the church can ever reproduce itself.

A simple curriculum

Do not allow the following chart to overwhelm you. Simply do what you can and set a goal of two or three years to accomplish the rest.

First, analyze what you are doing well.

Next, develop a plan to take the next steps to develop leaders, teachers and influencers.

<p>Truth- Bible study, Theology, confessions & Application. Personal Process Skills, Principles,</p>	<p><u>Milk</u> - Basic Bible knowledge, who is God, the Holy Spirit and Jesus? How to study the scripture.</p>	<p><u>Moderate</u> <u>Meals</u> - An overview of scripture with basic theology, confessions and creeds. Deeper study of Bible with aides</p>	<p><u>Meat</u> - Deals with hard questions, integration of theology and practice.</p>	<p><u>Ministry-</u> Specific skills, knowledge & processes of a certain area such as youth or child development. Ethics, boundaries, procedures, etc.</p>
<p>Fruit- Character of God, relationships, Skills, ethics, values, conflict Proclamation Principles Process</p>	<p><u>Milk-</u> Developing a heart for God and His people. Confession & repentance of BC habits of anger, greed impatience</p>	<p><u>Moderate-</u> Genuine, Respect, Empathy and Warmth, Renewed Thinking, serving others can avoid triangles, gossip and self- pity, peaceful.</p>	<p><u>Meat-</u> Conflict management, handling difficult people, speaking truth in love, confrontation, etc. Acts with <i>semnotes</i></p>	<p><u>Ministry-</u> Skills and knowledge of pastoral care and counseling with special techniques of truth and power. <i>Semnotes</i> is practiced</p>
<p>Gifts- Talents, Call, Focus of life, integration of life Proclamation Principles Processes</p>	<p><u>Milk-</u> Knows new position in Christ & His call on life. Affirms Lordship of Jesus.</p>	<p><u>Moderate-</u> Sees unity of life with no sacred-secular split. Knows how talents, gifts, experiences interact.</p>	<p><u>Meat-</u> Flows in talents, gifts, skills and call. Seeks personal mission. Under a mentor, coach or disciple maker.</p>	<p><u>Ministry-</u> Know gifts, call and how to best use self as an instrument for the Kingdom. Has confidence & confirmation from leaders.</p>
<p>Special Interests Marriage and family life, music and worship, missions, outreach, small groups, etc.</p>	<p><u>Milk-</u> Premarital preparation, in a small group, is a student learning to play the game</p>	<p><u>Moderate-</u> Learns the theories of premarital prep or small group work as an observer, or small group assistant</p>	<p><u>Meat</u> Can bring Bible into practical life. Serves as an intern under the leader and may co lead at times</p>	<p><u>Ministry</u> Leads the group or class and has an intern. Plays the game and coaches others into growth</p>

Find some school teachers and school administrators who understand the development of curriculum and training. Take the people who are currently teaching and enroll them in classes on teaching according to the DREAMS process.

Always support current leaders and recruit more to join them.

Equipping With the Basic Skills of Truth, Fruit and Gifts

It is imperative that leaders begin their equipping process by focusing on those who are the most whole in order to facilitate their growth into maturity as quickly as possible. Once a core group of relatively healthy persons is equipped for ministry they can multiply themselves by coaching and supporting others.

The content of each curriculum is the Truth of God, the Fruit of the Holy Spirit, the Gifts and call of God and Special interests. In the chart below we have put the content into a matrix with the stages of growth from Babes to Equipped. Facilitators are developed through experience and personal mentoring. Developing leadership in the church is a critically important function. According to I Timothy 3 an overseer must be mature and able to equip and manage the church. St. Paul indicates that the best preparation for leaders is best done by fathering and rearing "dignified" children.

¹Here is a trustworthy saying: If anyone sets his heart on being an overseer he desires a noble task. ²Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, ³not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money. ⁴He must manage his own family well and see that his children obey him with proper respect. ⁵(If anyone does not know how to manage his own family, how can he take care of God's church?) ⁶He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. ⁷He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap.

Other qualities refer to the fruit of the Holy Spirit that can only be developed after many years of facing difficulties, problems and challenges. The word dignity comes from the Greek term *semnotes* and in I TI 3:3 describe an emotionally mature Christian. *Semnotes* refers to character development that comes with long experience in child rearing or other acts. It does not mean only a father can be an elder but only an elder can be a father of the church.

*Semnotes Aristotle defined it as the average or virtue that lies between two extremes. One extreme is *authadeia*, arrogance or trying to please nobody. The other is *areskeia*, servile humility, or trying, at all costs, to please everybody. *Semnotes* stands as the balance between arrogance and servility and it has in it the ability to perform ones duties well as a citizen while modeling the truth that real dignity is not earthly but from heaven. It thus draws our respect.*

10-9-8-7-6-5-4-3-2-1-0-1-2-3-4-5-6-7-8-9-10

Servility

Balance

Arrogance

Paul instructs Timothy to look for leaders who had reared their children to act with *semnotes*. This implies that senior leaders need to be old enough to produce and rear children. Secondly, and have trained them to speak the truth in love. One learns how to pastor the church by being a parent. Children teach us as much as we teach them.

Paul indicates that training children in advanced relational skills is proof that a person can also lead the church and equip its members with dignity, *semnotes*. Being arrogant or servile indicate a lack of maturity and readiness to be senior pastors. This is a strong endorsement for parental involvement. Balanced children do not spring from the earth. Children grow slowly over a long period of time and require hours of thankless and boring nurture. Yet, our love for them compels us to give them the best we have.

Church members require Servanthood. We pray they will move to *semnotes* quickly. New members are always too servile or too arrogant. Rarely does one join the church with balanced maturity. The shy require sensitivity and encouragement lest they withdraw in pain. The prideful need love and encouragement, but they are difficult to handle. Only a seasoned elder with experience in discipline can pull this off.

Issue	Church as a Family	Church as an Orphanage
<u>Type of leadership</u>	Team that is mutually supportive, interactive	Bureaucracy, paid staff with individual duties
<u>Motivation</u>	Love and servant attitude	Duty, job, personal growth
<u>Discipline</u>	Develops through relationships	Professional task
<u>Goal</u>	Maturity, responsibility, leave home, reproduce	Dependency, Giving
<u>Education</u>	Socialization, informal modeling, intuitive	Lecture, formal, structured
<u>Training</u>	Skills, tasks, values, information	Head knowledge, testable
<u>Educators</u>	Entire extended family	Paid professional staff
<u>Leadership Focus</u>	Entire family; parents, kids lay & professional	Individualistic, professional
<u>Dimensions</u>	Multidimensional, whole person, exciting, dynamic	Physical and mental
<u>Metaphor</u>	Family learns to feed each other and be responsible	Staff feeds children who sit dependently like birds with

The family is a multi-generational system. Parents must be a team to nurture, discipline, set boundaries and prepare the children to leave home. Scripture says to "Leave mother and father, cleave to your spouse and become one flesh." Good parents prepare children to reproduce in another family. Good leaders prepare members to leave them and move on to other ministries at home, work, missions, etc.

All this requires an older believer rather than a new convert. Thus, the term *elder* is appropriate. An elder is not so much an office but a description of a person who is long in the tooth and experienced in the things of God. One of my elders at College Hill was a biologically mature and experienced in business. However, he had only been committed to Christ for five years when the church mistakenly chose him to be on the session. He was rigid, angry, divisive and certain he was theologically correct. Although he was older than I, it was up to me to discipline him as a younger not an elder.

As people come to faith in Christ at one church many will eventually move to other congregations. Every person needs a unique call to ministry. When one congregation equips a person to fulfill that function they will be moved by the Spirit to another family unit to serve and learn again.

A congregation is not intended to be an eternal holding tank but a launching pad for believers to take wing and fly away.

Which video game changed your view of the gaming business? Fast Company

In the New Millennium we are accustomed to Palm Pilots, personal computers, cell phones, wireless connections and other technological gadgets. The people who created them were inspired as kids to think about innovation. Fast Company Magazine did a survey of geeks and creative technologists to see what had influenced them to develop the new adult toys. The results show that many had been influenced by games.

- 39% - Pac-Man
- 23% - The Sims
- 19% - Pong
- 17% - Madden NFL

Pac-Man prevailed in the poll with The Sims coming in second. George, a reader from Atlanta writes, *I was introduced to Pac-Man roughly 20 years ago when living abroad, and not only are we still talking about it, but kids nowadays still love it (as do grown-ups).*" Annie, a computer analyst from Los Angeles commented, *Pong changed everything. As Pong came out, practically everybody saw what the computer is and what it would be capable of doing. Pong was the wakeup call for programmers.*

Are we in the church currently building games, events and systems that will influence future Christians? What strategy will best accomplish that goal? The inventors of Pong and Pac Man did not realize they were influencing the future through these simple electronic games. Likewise, we have been ignorant of how much influence the programs

and games of today will shape future generations. We need to intentionally teaching students and young believers so the future of the church is in good hands.

Apostles, prophets, evangelists, pastors and teachers are called to impact organizations, groups and systems. They keep a balance between Wine and Wineskin. If we are not reproducing ourselves we are simply inspired caregivers.

LEVELS OF RELATING

- Level 1 **Give and Receive Basic Instructions** Can understand and written information (one-way) communication.
- Level 2 **Serve** Responding to implicit or explicit requests for action.
- Level 3 **Amuse** Divert others with humor.
- Level 4 **Persuade** Influences others in favor of a product, service, or point of view.
- Level 5 **Two-way communication** Can carry on a continuing exchange of information both verbally and non-verbally. Is able to accurately separate self from others and own thoughts, feelings, and actions from others. Can accurately assess issues and problems.
- Level 6 **Negotiating** Exchanges ideas, information, and insight with others to develop policies, programs, contracts, or understanding. Includes conflict management, dealing with inappropriate or contradictory input, and volatile emotions.
- Level 7 **Coach, consult, counsel, instruct** Requires all skills/abilities noted above
- A. Coaching: Befriends, encourages, or advises others as peers.
 - B. Consulting: Coaches with technical or organizational input.
 - C. Counseling: Coaches and consults with relational, emotional input.
 - D. Instructing: Teaching and training others through lecture, demonstration, practice, and accountability. Requires expertise in specific content. May also include coaching, consulting, counseling.
 - E. Mentoring/Spiritual Friend: Interacts to help people grow as whole persons in this whole life space @ home, family, work, church, community. Balances mental, emotional, spiritual, relational, and career considerations to advise, consult, counsel, coach, instruct, supervise, etc.
 - F. Therapy: Have all the above skills in addition to specialized, technical knowledge to carry out therapeutic interventions in the treatment of the ill (mentally, emotionally, spiritually).
- Level 8 **Supervise** Develops work responsibilities for others; evaluates performance; inspires motivation and harmony; moves group toward mission in congruence with organizational values.
- Level 9 **Leader** Moves a group forward regardless of motivation to go there.

Socialization of Leaders	Schoolization of Leaders
Developed in a local setting	Must move away to school and position
Within the system, culture and values	Foreign to system, culture and values
Starts at the bottom and works way through steps in groups, classes, outreach.	Starts at top of organization without earning "spurs" in small things.
Supervised feedback each step of the way	No practical feedback
Theory Into Practical Service (TIPS) Practices until skill is learned	Academic with little practice, no skill except talking, writing
Understands local people and traditions	Confused about people and traditions
Coached on practical aspects-Processes	Theory-Proclamation/ Principles
Grows slowly with aging process and healing is included	Youth act as elders with no healing focus
Balance of DREAMS: Didactic, Reflection, Accountability, Modeling, Spiritual	Almost all Didactic and some Reflection
Based on the natural and supernatural development of EQ as noted by people who know the learner and can see his/her progress.	Academic growth from an IQ approach.
Inexpensive, practical, adult oriented, useful to the community	Expensive, impractical, child centered, not useful but drains the community

As more people learn Lifeskills and begin to apply them daily the health of the congregation will improve. About 70 to 80% of all pastoral care and counseling needs are met in this manner. Lifeskills dramatically reduces the demand for care and counseling. However, we use the Lifeskills process to also recruit and equip lay counselors and lay caregivers.

Training in Lifeskills promotes personal growth, prevention of problems and peer support for others in distress. In new classes we spot those with the talent, interest and motivation for being a lay leader and we then recruit them as Para-professional Helpers.

Warning: The church is like a river that never stops moving so we cannot teach Lifeskills one time and stop. Teaching is necessary every quarter every year. We can never say "We have finished the job" of equipping.

Nor shall we say that we will succeed if we simply do classes, training and sermons. Transformation comes when God's people meet together in homes and cafes as well as classes and ministry centers. It arrives as we change the diapers of our neighbors' kids, mow their lawns and visit them in the hospital. Transformation comes slowly, haltingly, grudgingly over the life of the families who eat together, pray together and weep together as well as play Boggle, bridge and golf.

The first thing to learn about Transformation is the importance of relationships. The life of Christ cannot be realized without love. Monks who live in dark caves at the top of mountains haven't half the spiritual vitality of those who teach. Mother Teresa hasn't half the spiritual wisdom and saintliness of a woman with children married to a typical male. Almost all women with children deserve canonization.

Current ways of characterizing spirituality shows how far we have moved from biblical Christianity. Some of the people considered to most spiritual say theological things in an articulate manner. The ability to talk about spiritual reality too often trumps being spiritual. Jesus' said that loving God and neighbor were most important and He said nothing about words. It is in a community that we can become spiritual.

Examples of Systemic Interrelationships

At the Teleios Center people called in for an appointment. Pat Wray, the Ministry Assistant for Teleios, played a critical role because she prayerfully chose the team of two with whom the Seeker would meet. They met and ministered to him/her accordingly.

Helpers had several options.

1. Listen and pray for the Seeker
2. Teach him/her Renewed Thinking Skills
3. Pray for Breaking Free From The Past
4. Suggest books and recorded messages.
5. Suggest various classes in Listening, Renewed Thinking, etc.
6. Refer to a support/recovery group
7. Refer to a Bible Study Group
8. Refer to another Healing Group from Teleios
9. Refer to a Lay Pastor for inclusion in that ministry
10. Refer to a professional for therapy, medical assistance, dental, etc. This could require financial resources that the Seeker might not have so Teleios had a fund. The Seeker would be referred to the Financial Coaching Ministry under Dick Towner. If the Financial Coach agreed money would be given free not loaned to cover the dental/medical/ psychological/ legal/ assistance. The Seeker was asked to donate back to the fund when the Lord made it possible. (We began with \$3,000.00 and when I left there was over \$20,000.00 in the fund.)

This was designed to make sure the entire system worked together as seamless whole not just as separate parts. We often recommended worship, small groups, classes, healing services, etc. Healing comes from the God working through the body gathered as a fellowship in worship, prayer, teaching, power, working together, serving.

In a large multilevel church staff it is easy to become isolated from each other and operate as a big school with a messy bureaucracy. We met often to discuss how we could interact, plan and fold all our ministries together. We had many failures but it was refreshingly successful in most instances.

One such failure led to a better coordinating process. A person with chronic problems talked with many people and took numerous resources. Almost every church has folk who know how to play on Christian mercy and good intentions. We discovered one such woman when she began to complain to Lay Pastor Marge Miller that Dr. Gary Sweeten had refused to help her.

That was a false and malicious accusation and Marge, my dear friend and colleague, asked me about her claims. I smelled a sham and we designed a plan to stop the scam catch while designing a better system. We spoke with all the staff and listed each one that was trying to assist the lady. Then, we all met with her as a group to make sure we were all on the same team. In the future we designed a way to make sure that each Seeker was getting help from one ministry.

Expectations and Equipping

One of the first programs we set up was Pre-Marital Preparation through and later we did all the Peer Counseling in Teleios. After operating for a few years we polled the Pastoral Team about what differences they saw in their own Pastoral Counseling Loads. Before the advent of Teleios, Pre-Marital and the classes in listening, renewed thinking, etc the staff spent some 12 to 16 hours weekly in Pastoral Counseling. **Afterward they spent zero hours.** Before Teleios each Pastor did his/her own Pre-Marital Prep. Afterward Teleios did it all.

We also had a required class for those inquiring about member ship. In that class we gave every person the Myers Briggs, a Gift's Test and taught about differences. We laid out Ephesians 4 as our goal and told everyone that they would receive most of their personal ministry from laity not clergy.

We also taught them who we were as a church and urged them to go to another congregation if they were of a different mindset from our philosophy. We taught evangelism and every person was asked to receive Christ. We placed ever inquiring person in a small group and urged them to get into a group upon graduation.

From Volunteers to Christian Leaders in the Church Today

© Gary Sweeten

Ephesians 4:11 ff

The church as a family or an institution
Roles and relationships

	Volunteer	Family Member
	Always dependent	Moves from dependent to interdependent
	No expectation of growth	Daily growth is normal
	Menial, unimportant tasks	Tasks vary according to maturity and mission
	Never a "parent" leader	Expect parenting and leading
	Gifts unimportant	Gifts are critically important
	Maturity unimportant	Maturity critically important
	Directly and carefully supervised by church	Operates under church principles but is free to experiment, fail and try again
	One up, one down hierarchy from ordained to lay	Equality teamwork of all gifted, talented and called persons
	Childish	Childlike
	Can never advance in system unless ordained	Always moves on to greener pastures
	Rules and policies are clear. Boundary set	Mission, vision, values, strategy are clear. Center Set

Lifeskills Modules Designed to Complement a Transformational Community

The training we do is necessary but not sufficient to develop a transformational missional community. We offer these modules as examples of what is needed.

Module I. Lifeskills to Caring Relationships

Relationships and effective communications with one another is one of the key skills in life. In this module, participants will learn how to build a lasting, caring relationship with their loved ones. You will learn about the common growth process in every relationship and how change occurs. Every one will play a helper role to someone in various points of his or her lives.

You will learn how to have effective Helper and Seeker relationships, how to build up someone and not tear down the person. Being sensitive to their needs and learn not to apply unhelpful ways to care. You will also learn the different types of Adverse Advisors, how to listen and give emotional support without turning the person off. And

to work towards a cooperative relationship with seekers, helping them grow to be responsible. This is Divine Discipleship.

Module II. Lifeskills to Growth and Change

Helper will learn to build a Cooperative Relationship with Seekers; The VCR Process continues. Learn more principles for growth and change:

- Being CALM; Concrete, Affirming, Look for Support, Measure
- Moving from Complaints to Ready for Change.
- Becoming Concrete, summarize, see themes.
- Using scales to Measure problems and progress.
- Looking for God at work. (Phil 4; miracles, exceptions, coping, strengths, support, grace invasions)
- Asking helpful questions. Pre-meeting, open ended, closed end, declarative.
- Setting SO SMART goals. (Seeker Owned-Simple/Specific, Measurable, Attainable/Additive, Realistic, Timely.
- Self-Disclosure as a helpful intervention.

Module III. Lifeskills to Renewed Thinking

Learn the biblical model of thinking and how the A-B-C-D Model of changing feelings and behavior take place. Understand a Christian Belief System and find out your own composite Belief System. Disciple makers and lay counselors will learn how to help someone separate the Perceptions and facts and reduce unhelpful self-talk. A highly practical session on The Sweeten Seven S Model for Quickly Renewing the Mind will also be covered.

Module Lifeskills of Healthy Families

Learn the 2 thinking mode - Linear and Systems. The Biblical examples of systems thinking will be taught. You will also learn about Family connections; Family history, origin, nuclear, extended, church, work.

You will draw your family connections; genograms and family maps and identify area of warfare and hurt.

Learn about the fall and how family dysfunction come about; the implications of the eternal triangles and foundations to build healthy relationships by breaking away from barriers of past hurts and disappointments.

Module Inner Healing

Inner Healing training through Breaking free From The Past for leaders, lay counselors and care givers. We live in a hurting world and often will get bruised. There is healing in Christ and it is a process. In this highly interactive seminar, participants will learn the

process of healing and deliverance, what to look out for when doing spiritual warfare and how to emerge victorious in Christ.

Module Seven Traits of A Happy Family

Learn the Seven Traits of Happy Families. Learn to have Group Focus, individual respect and how to communicate effectively with one another. Discover how to give positive affirmation of each other, handle and manage conflicts so that it is constructive and not disruptive. Also learn what good routines to take up to enhance family wholeness (e.g. praying with spouse).

Module Conflict Management in Families

Learn the 3 Conflict Management styles; Avoid, Argue, Or Agreement. There is a Cycle of Conflict Intensity in Couples. You will learn how to have Mutual submission and build Self-esteem in family life. Another source of conflict will be through issues in the family system. There is practical session to help you understand your family system and learn how to pray for your family tree.

Module Maddening Men and Wild Women

There is a Biblical basis of male-female differences. There is a Dance of men and a Dance of women. Sometimes we tango and tangle up! Learn how to change the dance to make it tantalizing instead of being tangling... in this highly interactive and fun seminar, you will experience and learn how to:

- Deal effectively with man and woman differences
- The Dance of anger
- How to rescue and repair a damaged relationship
- The most important hour in the day
- The formula for great love
- What makes men maddening and women wild?
- (What do women really want?)
- (What will tame the man you love?)

Module Healing Prayer

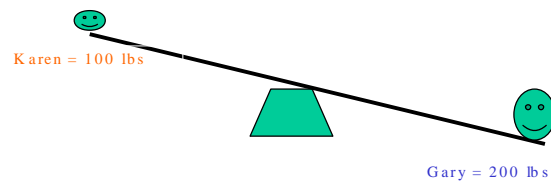
Learn to make an Assessment of prayer needs and minister to the whole person using James 5. Understand the process of inner healing and the importance of Confession and how to do Spiritual warfare to take back lost territory from the enemy. Learn and put in practice the "Breaking Free From the Past" Inner Healing Prayer.

1. Asking-Speaking Prayers;
2. Seeking Prayers and
3. Soaking Prayers

Tipping the Church into Wholeness

When a congregation or small group is the target audience the transformational process takes on a new and different dimension. Transformation does not occur until a majority of the members have adopted a new way of thinking and behaving. Preaching and teaching are not enough. The congregation's culture, habits and perceptions about itself must change through many events both little and big. Malcolm Gladwell writes persuasively about this matter in his book Tipping Point. We also recommend Primal Leadership by Goleman.

In the figure below Gary outweighs Karen by 100 pounds. Friends could bring Karen to a place of equal status with Gary by placing one pound bricks on the see saw next to her. How many bricks would it take before it began to tip into equilibrium? One, twenty, thirty or more than thirty?



What is the tipping point?

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Karen will not tip easily

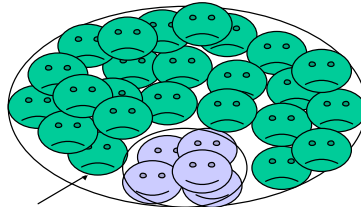
This is similar to the way groups change. A church or small group is not Transformed until a critical mass is achieved by those adopting new beliefs. Scripture reminds us "Death or life are in the power of the tongue". A group habitually relating with "death" will not Transform into life giving relationships until a substantial number of persons adopt and practice life-skills. It is not enough for the pastor to minister life. It is not enough for lay pastors and lay counselors give life. It takes more than a few leaders to Tip a congregation into a new way of living.

By providing counselors for the unstable we do little to change the entire group. Indeed we may fail to help even the clients if we do not Transform the system. Additionally, it can lull us into thinking that we have solved the problems. Only by developing mature disciples will we develop an environment conducive to a Christian lifestyle. As a coach I learned that one healthy player doesn't make a winning team.

The love of God, unutterable and perfect, flows into a pure soul the way light rushes into a transparent object. The more love that it finds, the more it gives itself; so that, as we grow clear and open, the more complete the joy of heaven is. And the more souls who resonate together, the greater the intensity of their love, and mirror-like, each soul reflects the other. Dante

Building Temporary Transformational Systems

We begin our process of Tipping by developing a “Temporary Subsystem” of life and health in one part of the church’s overall system. We train a few persons, preferably staff and leaders, in Lifeskills and expand the number until the system is Tipped into new ideas, thoughts, feelings, behavior, habits and processes.



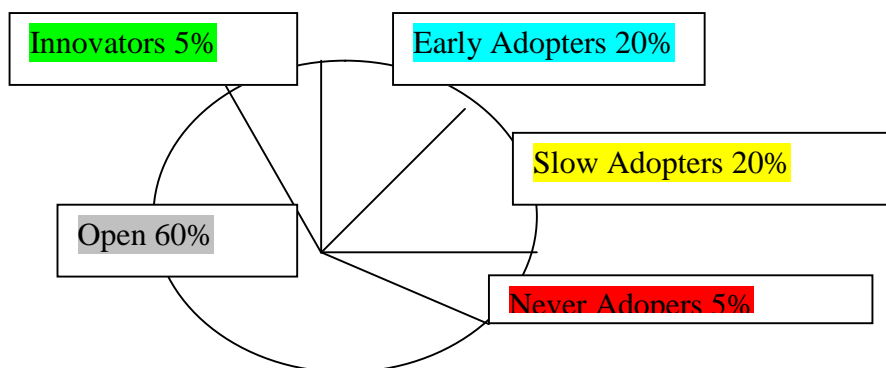
A temporary system is in place to start the change process.

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7

Transformation requires a group of internal champions that will plan how to achieve its goals. In the chart above we show how a small group of committed champions can spearhead the transition and finally achieve the Tipping Point of a Transforming Community. Some 20% of a church will be very slow to change and an equal 20% open to new things but not Innovators who love about any change. The champions must find Early Adopters to educate, train and equip how to influence the rest of the community.

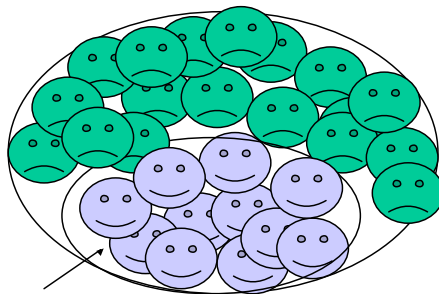
There are about 5% or more of any church system that resist most changes. They are satisfied with the emotional support they receive and fear anything that will rock the boat. The 5% who are Innovators may get into heated arguments with the 5% who want no change and forget the 90% who will change but need some time to adjust.



A new community develops very slowly. If we push too quickly it will split into various factions. New church plants, for example, in which the core team is too rapidly replaced by newcomers the emotional connection of the pastoral leaders can break apart if all the attention is focused outward with no rewards for those in the church. The church

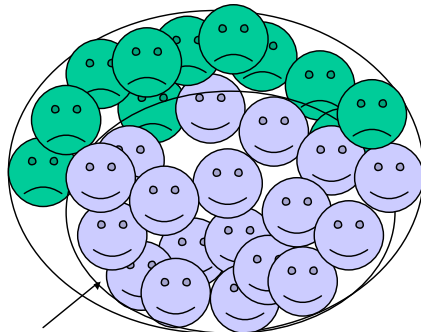
“pillars” will act out over what is seen as “small or inconsequential matters if their emotional needs are not met. Paradoxically, the persons most closely associated with the leaders will be the first to complain.

Keep the Innovators away from the Never Adopters and the Slow Adopters so anxious fights do not erupt. Stay in touch with your most loyal supporters. The loyalists are easily wounded by any father figure who forgets to affirm those serving silently. Remember it was Cain’s jealousy over worship and sacrifice that led him to kill his



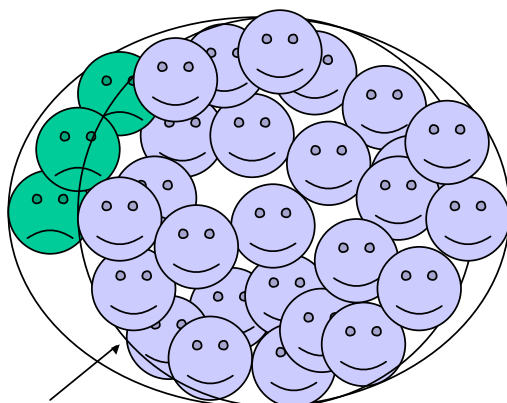
A temporary system can continue to broaden and deepen truth and love until the entire system tips into health.

brother. Many leaders have been “killed” by a once loyal group that felt abandoned, unloved and rejected when newcomers replace them in the family affection system.



The temporary system is bringing change to the entire system.

The more people we bring on board from the Early Adopters and Slow Adopters the more the system is influenced toward health in a process of unconscious osmosis. We do not need to worry about changing everybody. Never sweat the “no” votes. Only count your “Yes” votes. Systematically change a few at a time and the whole group will be infected with the virus of love and truth and power.



The temporary system has tipped the entire system into health even if everyone is not involved.

About Sweeten Life Systems

Dr Gary Sweeten developed the theology and practice of equipping the church to be a healing, growth community in a 1975 doctoral dissertation. He implemented that vision from 1973-1989 at College Hill church in Cincinnati, Ohio USA. From his church work came seminars, books and materials so the elders asked Dr Gary to place the ministry under a separate non-profit agency.

From 1989 to 1997 Dr Gary developed and supervised the Life Way Counseling Centers and a Psychiatric Hospital. The dual diagnosis in-patient hospital unit for adults and teenagers was in conjunction with the Franciscan Hospital system. The Counseling Centers continue to have a unique program based on the philosophy of equipping the patients, their family members and support family and staff in the skills of interpersonal ministry, prayer, renewal of the mind and caring for each other.

The hospital became a therapeutic community with tremendous outcomes. Presently he serves as Chairman of the Lifeway Board that operates four counseling clinics with three psychiatrists and fifteen counselors.

Dr Gary founded Lifeway Ministries Inc. International (Now Sweeten Life Systems) in 1995 to serve the church and its leaders as Consultants, Coaches and Counselor Trainers. He teaches pastoral care, counseling and family life in Europe, Scandinavia, Russia, Singapore, China and Taiwan as well as the USA.

Dr Gary served as principal trainer to the Cell Church movement in Singapore and Taiwan on pastoral care and counseling. The latest books with Steven Griebing are, Healing Souls-Touching Hearts: Pastoral Counseling and Care in the Cell Church and Hope and Healing for Humpty Dumpty.

Purpose

This ministry's Purpose is to "Create a vibrant learning/growth community that models and empowers others to be competent in character, relationships, thinking, family life and leadership."

Vision

Lively, healthy, growing families and communities pursuing mental, emotional and relational wholeness through the release of truth, talents and character leading to wisdom that blesses the people around them

We envision transformed communities, families and individuals that build healthy relationships, a renewed mindset and continued growth to be a channel of love, mutual respect and commitment to care for one another.

Slogan

Changing individuals,
One heart at a time
Changing families,
One home at a time
Changing communities,
One family at a time
Changing nations,
One community at a time