

# KINGDOM LEADER

*Lead to Multiply*



# KINGDOM LEADER<sup>7</sup>

- Lead to Multiply

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## IMPRESSUM

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*This book uses the New International Version - UK  
as the common Bible translation unless referenced otherwise.*



## PREFACE TO THIS WORKBOOK

**As a Kingdom leader, you must  
regularly ask yourself three  
questions:**

*What?*

*So What?*

*And Now What?*

The goal of this book is to answer that last question. As such this book's format is simple and practical. If concepts are not easily grasped and cannot be readily applied, they lose power in ministry. In the economy of the Kingdom of God, the most potent effect is brought about by simple application. This is how Jesus taught his apprentices.



He did not ask the disciples to teach all he had commanded them; instead, he admonished his disciples to 'Teach them *to obey* everything I have commanded you.' (Matt 28:20, emphasis mine). Teaching comes alive in the application; remember, if we have not done it, we have not learned it.

This workbook is aligned with the book *Hero Maker* by Dave Ferguson and it is designed to guide you through Exponential Roundtables and to support you in taking the next step and applying the principles of Kingdom Leadership – leading to multiply. Use the local stories in this workbook as examples of what your journey in Kingdom leadership could look like. The material in this workbook is designed to open conversation for you to ask yourself critical questions and challenge yourself to break the mould of ordinary leadership in the church. This workbook makes the topic practical.

### **This is the setup of the workbook**

1. An introduction to Exponential Europe and the theme of Kingdom Leader.

2. Five shifts with the same structure – four action items for each individual shift:
  - Watch the input video.
  - Watch the story video.
  - Discuss the questions around tables.
  - Use the Notes section for reflections, questions and ideas.
3. An overview of, as well as opportunities for your *Next Steps* in the Exponential journey.
4. *Local Stories* from different people around Europe for you to read at home.
5. *Going Deeper*: A deeper dive into this year's theme, written by Dietrich Schindler, created to help you in your onwards journey after Roundtables.

We hope you enjoy this Workbook.

**God bless you!**  
***Your Exponential Europe Team***



## INTRODUCTION OF KINGDOM LEADER

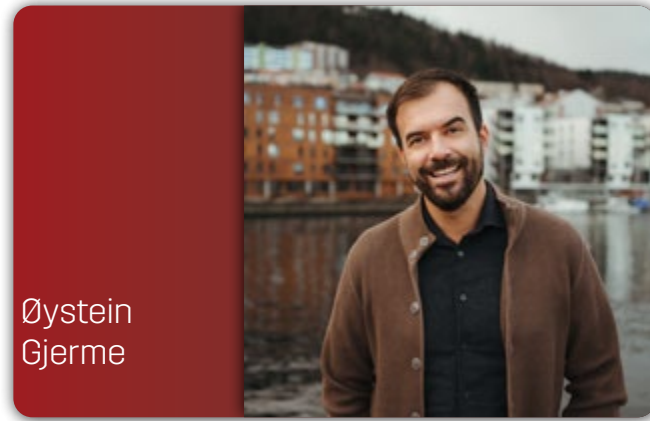
Scan to watch the  
welcome video:

[exurl.eu/uk0](https://exurl.eu/uk0)



Scan to watch the  
introduction video:

[exurl.eu/uk1](https://exurl.eu/uk1)



Øystein  
Gjerme

Øystein Gjerme is the visionary leader of Exponential Europe. He is also the founder and lead pastor of Salt Bergen Church in Norway and the head of the Norwegian Pentecostal movement. He has a Master of Divinity and was chairman of the Norwegian School of Leadership and Theology. For many years he led the multi-denominational movement Sendt Norway, whose primary purpose is to help church planting. Øystein is a speaker and lecturer in many different contexts and has written several books. He is married to Gina, and together they have three children.

## BECOMING A KINGDOM LEADER

Exponential Europe's vision is to see reproduction and multiplication as the norm in the language and behaviour of the European church. We want to see the reproduction and multiplication of the gospel, disciples, leaders, communities, churches, and networks. Many churches in Europe are declining, some are plateauing, and some are growing.

What would it look like if 10% of all the churches in your city, your denominations or organisation began to plant new churches or reproduce leaders on all levels? We want to see churches come to a place of reproduction and multiplication.

Our topic is Kingdom Leader - lead to multiply. Coming to this place requires Christ-like humility, God-given Kingdom vision, and a daring shift in leadership practices, including multiplication mindset, permission giver, disciple multiplier, gift activator, and kingdom builder.

It requires a daring new attitude and a new way of thinking. For leaders to create a culture of multiplication it will mean dramatic shifts in their church paradigm from being the leader to making leaders.

The following are the practices of a Kingdom Leader:

- **Multiplication Mindset:** A shift from thinking about growing others to multiplying leaders.
- **Permission Giver:** A shift from controlling the people God has placed in your leadership to leading with a 'yes', giving them permission and language to advance the mission.
- **Disciple Multiplier:** A shift in expectations for Christ followers from being converts to disciples who make disciples.
- **Gift Activator:** A shift from seeing people as volunteers who fill roles to missionaries in the mission of God.
- **Kingdom Builder:** A shift in keeping score from how many are sitting in your church to how many you are sending out on a mission.

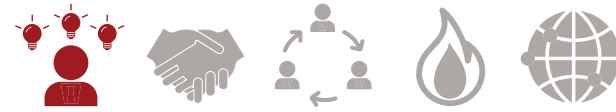
The teachings and training on the topic of Kingdom leadership aim to create a conversation where we pray and hope that you as a leader are inspired and where we help you to a place where you raise leaders around you for the Kingdom impact where you serve. This requires



a daring desire on behalf of leaders to lead in a new way, and we need to have the same attitude as Christ to see this happen.

*You must have the same attitude that Christ Jesus had. Though he was God, he did not think of equality with God as something to cling to. Instead, he gave up his divine privilege; he took the humble position of a slave and was born as a human being. When he appeared in human form, he humbled himself in obedience to God and died a criminal's death on a cross. Therefore, God elevated him to the place of highest honour and gave him the name above all other names, that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, and every tongue declares that Jesus Christ is Lord, to the glory of God the Father.*

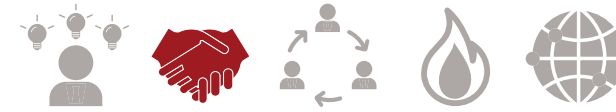
*Pp 2:5-11*



## Shift 1: Leading with a MULTIPLICATION MINDSET

**Multiplication Mindset:** A shift from thinking about growing others to multiplying leaders.

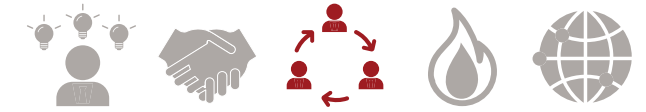
A leader shifts from being the *hero* of the church and instead uses their power and influence to help other leaders become the *heroes* in the church's unfolding story, from being the leader to making leaders. Every true shift in a church or organisation begins with a personal or heart change in the primary leader. Story after story tells us that leaders who want to see change organisationally but don't take the time to make the necessary personal shifts will rarely experience the results they desire. Becoming a leader making leaders starts with the leader having a multiplication mindset and taking the spotlight off themselves and shining the spotlight on Christ's followers and emerging leaders whom they declare as the real heroes of their unfolding story.



## Shift 2: Leading as a PERMISSION GIVER

**Permission Giver:** A shift from controlling the people God has put within your leadership to leading with a 'yes', giving them permission and language to advance the mission.

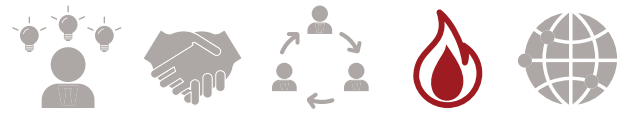
Leaders of multiplying churches lead with a 'yes' and create a permission giving culture where leaders feel free to innovate. In this kind of permission giving environment, leadership is given through spoken word and freedom to fail and know that it is not final.



## Shift 3: Leading as a DISCIPLE MULTIPLIER

**Disciple Multiplier:** A shift in expectations for Christ followers from being converts to disciples who make disciples.

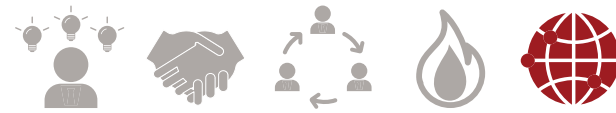
Discipleship is the core of healthy Kingdom multiplication. To shift from being a community of consumers coming each week to gain their spiritual fix, the leader of a level 5 multiplying church trains their people in the character and competency of Jesus, empowering and equipping them to make disciples who make disciples to the fourth generation. These leaders and their churches become preoccupied with asking questions like: How many fourth-generation disciples does our church have? Have we seen that number increase from last year to this year? Is what we're doing now going to get us to the fourth generation?



## Shift 4: Leading As a GIFT ACTIVATOR

**Gift Activator:** A shift from seeing people as volunteers who fill roles to missionaries in the mission of God.

Leaders of multiplying churches take the priesthood of believers seriously. To become disciples who make disciples, people must start thinking of themselves differently—as potential pastors or missionaries with a church waiting to be birthed among those with whom they live, work and play. The leader of a level 5 multiplying church will look at the Christ followers in their church, see the gifts in them and dream and strategise about activating each for significant Kingdom gain.



## Shift 5: Leading as a KINGDOM BUILDER

**Kingdom Builder:** A shift in keeping score from how many are sitting in your church to how many you are sending out on a mission.

Leaders of multiplying churches measure success differently. Instead of only counting the number of people sitting in their church seats, these churches are more concerned with how many people they send into their surrounding neighbourhoods, workplaces, and cities worldwide. The leadership focus is not on counting what is happening inside the church walls but rather on their impact outside the church. This new way of keeping score will encourage leaders to partner with other churches and networks for an even greater Kingdom 'wins'.

## You, becoming a Kingdom Leader

We pray and dream about a movement of Kingdom movers and shakers in Europe who are starting and reproducing new churches and communities all around Europe through the topic of Kingdom leadership and the written materials you have in your hand. We believe in diversity in the expression of the church. There will be many models and many expressions, and all will, in the end, be tested by the question: Are the gospel, disciples, leaders, churches, and communities truly reproduced and multiplied in our church?

I pray that this topic will start a new journey, where you see God raising up many young leaders around you who carry the flame of the gospel and become Kingdom leaders, who lead and copy you in releasing leaders around them.

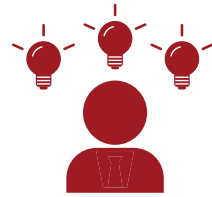
Exponential is a community with a cause with leaders from all of Europe who dream of reproduction and multiplication being the norm in the language and behaviour of the church in Europe.

**Join the movement.**

  
Øivind Augland  
CEO Exponential Europe

Notes





## SHIFT 1: MULTIPLICATION MINDSET

A shift from growing others to multiplying leaders.

First, watch the input video:

Scan to watch the English version:

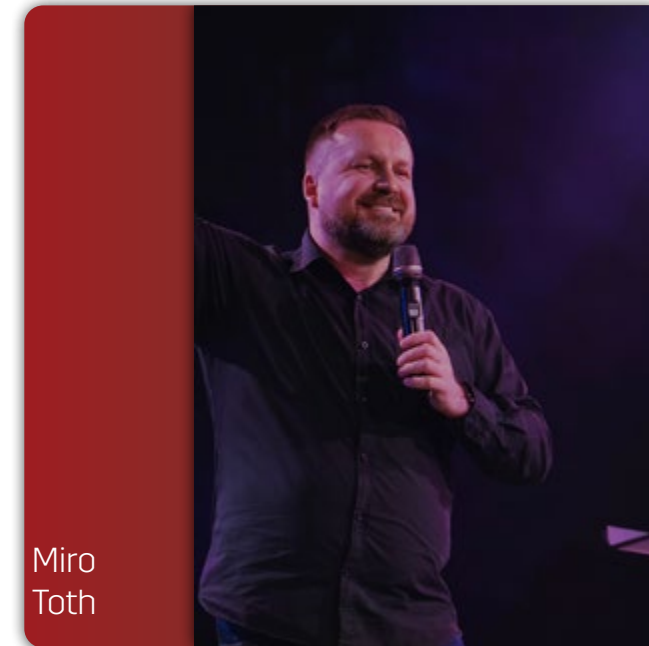
[exurl.eu/uk2](https://exurl.eu/uk2)



Then, watch the local story video:

Scan to watch the local story:

[exurl.eu/uk4](https://exurl.eu/uk4)



Miro Toth is a church planter from Slovakia and Hungary. He visited the Northpoint Bible College, USA, has a Masters degree in Evangelical Theology from Matej Bel University and a Ph.D. in Urban Theology from the same university.

Miro planted, together with his wife Marta, an ACS church in Slovakia and an Equippers church in Budapest, Hungary. Miro is the Gateway College Bible School director, leads the platform CityLdr, and is on the Board of the Apostolic Church in Slovakia and the Association of Evangelical Churches.

Miro and Marta speak worldwide, both individually and as a couple.



## EXERCISE

### *The Dream Napkin*

Notes

1. Get a napkin or sheet of paper.
2. Pray and write your dream down on the napkin.
3. Now multiply this dream by 100, so it is not doable by your own strength, but only with the help of God.
4. Pray about it regularly and start believing in it.

Notes

## DISCUSSION QUESTIONS

- How do you train new leaders?
- What do you need to change in order to make space for new leaders around you?
- How can you empower new leaders?





## SHIFT 2: PERMISSION GIVER

A shift from controlling the people God has put within your leadership to leading with a 'yes', giving them permission and language to advance the mission.

First, watch the input video:

Scan to watch the English version:

[exurl.eu/uk5](https://exurl.eu/uk5)



Then, watch the local story video:

Scan to watch the local story:

[exurl.eu/uk7](https://exurl.eu/uk7)



Sarah Jackson is on the senior clergy team at Holy Trinity Brompton Church in London, together with her husband Tom. She is CEO of the Church Revitalisation Trust (CRT), which oversees and supports church planting through the HTB network across the UK and beyond. Before CRT, Sarah was HTB Group Chief of Staff, Director of Operations and Executive Pastor at St Paul's Hammersmith, and Founding Director of a property and design company. Tom and Sarah are parents to three daughters and have a dog called Wilber.

## EXERCISE

### ICNU

1. Start the sentence with 'I see in you...' and tell the two people around you what you see in them.
2. Start using this sentence in your daily life as a leader.

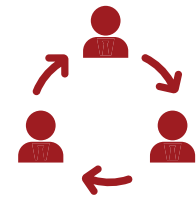
*Notes*

*Notes*

## DISCUSSION QUESTIONS

- How did you receive permission to lead when you were at the beginning of your leadership?
- How do you give permission to others around you?
- Is it easy for you to give permission? Why/Why not?





## SHIFT 3: DISCIPLE MULTIPLIER

A shift in expectations for Christ followers from being converts to disciples who make disciples.

First, watch the input video:

Scan to watch the  
English version:  
[exurl.eu/uk8](https://exurl.eu/uk8)



Then, watch the local story video:

Scan to watch  
the local story:  
[exurl.eu/uk10](https://exurl.eu/uk10)



Cris  
Rogers

Reverend Cris Rogers is a church planter in East London, Urban Theologian, doctorate student, artist, maker and Star Wars fan. Cris and his wife Beki lead All Hallows Bow, a highly missional church in East London. Cris has a deep passion for discipleship and apprenticeship in the way of Jesus. Cris developed the Discipleship Assessment Tool and hosts a weekly Discipleship Podcast called *Making Disciples with Cris Rogers*. Cris is also the Chair of Spring Harvest Easter Conference.

## EXERCISE

### Leadership Square

1. I do. You watch. We talk.
2. I do. You help. We talk.
3. You do. I help. We talk.
4. You do. I watch. We talk.
5. You do the same process over again with you doing and someone else watching.

- How do you see your work being multiplied, by whom and how?
- Is there a system you use when discipling others? Explain it.

Notes

## NEXT STEPS

Check out [wearemakingdisciples.com](http://wearemakingdisciples.com), where you will find several discipleship assessment tools and resources.

## DISCUSSION QUESTIONS

- If multiplication relies on a sticky message that can be shared exponentially, what sticky language do you use around...
  1. ...what is the Gospel?
  2. ...what is Discipleship?How catchy are they to regular Christians?
- How do you articulate the difference between being a fan of Jesus and being a follower, and how do people in your eyes make the shift?
- Who are you discipling at the moment?





## SHIFT 4: GIFT ACTIVATOR

A shift from seeing people as volunteers who fill roles to missionaries in the mission of God.

First, watch the input video:

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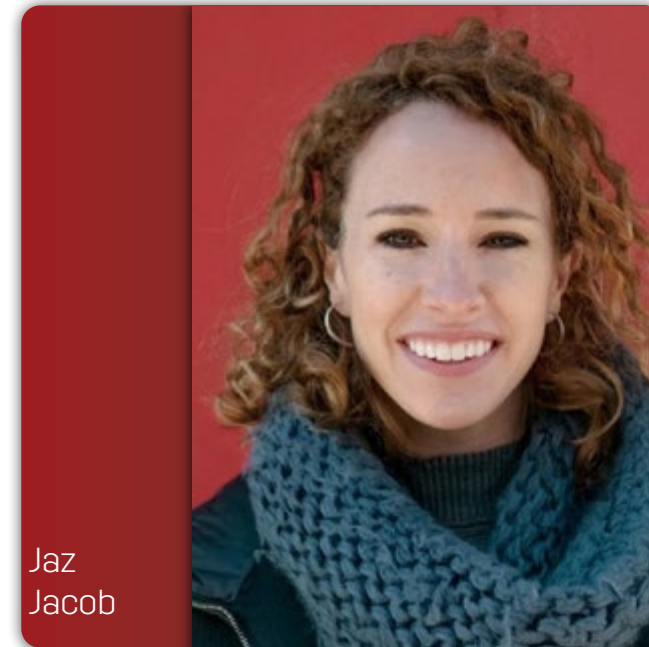
[exurl.eu/uk11](https://exurl.eu/uk11)



Then, watch the local story video:

Scan to watch the local story:

[exurl.eu/uk13](https://exurl.eu/uk13)



Jaz Jacob is a well known song writer and worship leader in Spanish speaking nations. Her passion is that the global church fall more in love with Jesus and walk in their full identity as sons and daughters. She was born and raised in Spain, went to Bethel School of Supernatural Ministry in Redding, California and currently pastors a church in Madrid, Spain.

## EXERCISE

### Commissioning

1. Commission each other around the table where you lay hands on each other and pray for God's blessing in their lives as they go out and do the work of the Kingdom of God.
2. Do the same for people around you in your daily life.

*Notes*

*Notes*

## DISCUSSION QUESTIONS

- Who encouraged you in your life to use your gifts?
- How do you encourage others around you to use their gifts?





## SHIFT 5: KINGDOM BUILDER

A shift in keeping score from how many are sitting in your church to how many you are sending out on a mission.

First, watch the input video:

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English version:  
[exurl.eu/uk14](https://exurl.eu/uk14)



Then, watch the local story video:

Scan to watch  
the local story:  
[exurl.eu/uk16](https://exurl.eu/uk16)



Øivind has been a pastor and church planter within the Evangelical Lutheran Free Church of Norway for the past twenty-five years. He led the national church planting network for ten years. Through that, he became the founder of what is now M4 Europe, which is currently working in fifteen European nations. He has also initiated NC2P (National Church Planting Process) with the European goal of mobilising the entire body of Christ in a nation, so they work together to respond strategically to the church planting need in their nation.

Øivind is the founder and co-owner of xpend Norway and Persolog Norway. His calling is to foster unity and multiplication in the body of Christ. Øivind is married to Linda, and together they have four adult children.

## EXERCISE

### Church family tree

Draw your 'family tree'. You can choose to express one of the three areas:

- Churches planted (name the churches and generations)
- Leaders raised and sent (Name the leaders and try to see generations)
- Disciples trained and multiplied (Write the names of 3-4 generations of disciples)

Choose one topic and put in the name of either churches, leaders or disciples. Share your findings with others.

## DISCUSSION QUESTIONS

### Reality check

- What do you need to stop doing if you should be a Kingdom leader?
- What do you need to start doing?
- What do you dream about?
- How can you make priorities to see what you dream about happening?

### Collaboration

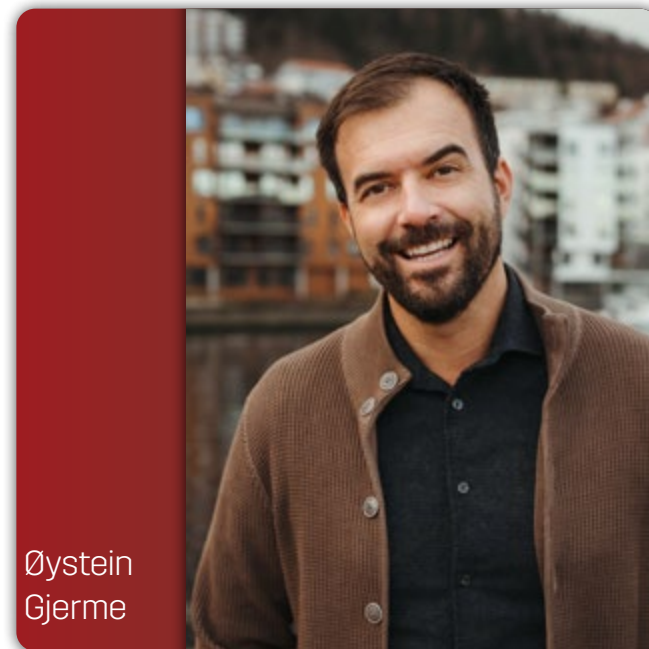
Kingdom Leaders seek collaboration. When starting to collaborate, we need to think through four areas of our congregation; *common doctrine and value, common mission, genuine relationship, and gifted leadership*:

- What areas are you gathering around?
- Are there areas that can be developed?
- Do you share similar doctrines and values?
- Are you meaningfully involved in the mission together?
- Do you enjoy genuine relationships?
- Do you recognise the gifting of God on those who lead?

Notes

## NEXT STEPS

An invitation to reflect  
and to ask God:  
'What are you telling me?'



Scan to watch  
Next Steps:  
[exurl.eu/uk17](https://exurl.eu/uk17)



## I WANT TO TAKE ACTION

Though you get the most out of experiencing Roundtables together with your community, it is also possible to go through it by yourself, or in a smaller setting as a leadership team or equivalent. All you need is a place to sit, your computer, and this workbook.

Host your own Roundtable now!



[exurl.eu/ukrt](https://exurl.eu/ukrt)



## GIVE US YOUR FEEDBACK

Help us to become better  
by filling out this feedback form:

Fill out form:  
[exurl.eu/uk18](https://exurl.eu/uk18)



## SUPPORT US

**Give what it is worth to you**

This workbook is offered to you for free.  
We want to continue in this way, and you  
can support it.

Scan to give:  
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*Exponential Europe offers several possibilities to stay connected with other church leaders and planters:*

## EXPONENTIAL EUROPE LEADERSHIP CONFERENCE

Every other year, Exponential Europe offers a pan-European Leadership Conference on a topic related to church planting. This conference creates a conversation about a topic related to reproduction and multiplication in a non-denominational setting. We share, learn from each other and create possibilities of collaboration. Do not miss it. Check our website and register to receive our Newsletter:

*exponential.eu*



## EXPONENTIAL EUROPE REGIONALS

Exponential Regionals are conferences in your language in your region. Meet other leaders, get inspired, encouraged, and equipped.

Check our website where and when we offer the next Exponential Regional in your country:

*exponential.eu/regionals*



## EXPONENTIAL EUROPE ROUNDTABLES

Exponential Roundtables create an environment where you sit together around tables with other people from your city, listen to teachings, discuss what you have heard and learn from each other. Use this Workbook in your church, house group or leadership team.

*exponential.eu/roundtables*



## LOCAL STORIES

### Stories from different people around Europe.

### NEW LIFE

*Local Story from Latvia*

In 2017, the Lord spoke to us about helping a church that was in trouble. The church had been born out of a very painful division in the late 1980s, and that spirit of division had remained there for many years. The situation did not improve despite several pastors who passed through that congregation.

On the contrary, it got worse over the years. The Lord spoke to us concerning this church through the parable of the fig tree that did not bear fruit. Through an interesting process with clear signs from God, we felt that we were the ones who had to intervene in the situation: dig and fertilise it.

Digging was painful work since the more we dug, the more things we discovered below the surface. Typically, legalistic churches tend to cover many things under the façade of religion. The Word of God was the fertiliser element that began to bring healing and changes to this congregation.

Without realising it, we began applying the principles we can read in the book *Hero Maker* by Dave Ferguson.

*Multiplication Thinking – Think it*

It was a challenge to change the belief system of the church. The church only existed for itself. With very few exceptions, most of these dear brothers and sisters believed they should isolate themselves from Society and wait for Jesus to come to save them from within the church. But a new vision began to develop in their hearts, and they understood there was much more than they had experienced in church.

*Permission Giving – See it*

The second challenge was giving people the freedom to develop and grow. Traditional Churches do not allow people to build. There was a non permission giving atmosphere. Permission was needed for everything they wanted, and permission was usually denied because everything had to be done according to the old ways.

And we needed to be patient. The Lord gave us a revelation about this. Here is the story:

*The Lord taught me, Daniel, a crucial lesson regarding the Churches that have stagnated for some time. After turning fifty years old, I decided to run.*

*But after three days of running every day, my calf muscle tore. There was immense pain, and I had to stop. After a week of recovering, I decided to run again every day, and on the third day, once again, my muscle tore. Some told me that I should stop running, that my age did not allow it. But I didn't give up. I searched the Internet and discovered something interesting. As we age, we lose muscle strength and aerobic capacity, and we need more recovery time. When a person is young and forces the muscles to a limit, they break out, and at night, new muscle grows on that wound, and it covers it. That is why the body grows when people do sports. But in older age, you need to give the muscles time to rest, two or three days.*

*So from that moment on, I decided to run every three days. And everything went well. One day, when I thought I had recovered the former normal state of my younger days, I decided to run faster, and it was at that moment that I felt the beginning of a shooting pain in the muscle, so I decided to slow down and run slower, but I kept running. At that moment, I felt the Holy Spirit speak to me: 'Daniel, the church you are pastoring is several years old, and*

*not only that, but it has been in bed for a long time. When they yell and complain, it's not because they don't love you but because it hurts. So run slower, but keep running, there's a new generation rising, and they'll run faster.'*

*Disciple Multiplying - Share it*

After four years of digging and fertilising, God began to awaken calls, and people began to respond. A young man finishing his career as a doctor came to my office and told me that the Lord was calling him to the ministry. Roman became our apprentice, and now he is leading a vibrant group of young men and women and growing to eventually become the church's next pastor if the Lord asks him to do that.

Before, no one wanted to be a pastor or a leader, and they were afraid of being criticised, but now, people are starting to see that it's good to serve the Lord. And new disciples began to appear in the picture. Home group leaders began to develop, and during the COVID times, we had eleven groups meeting in different locations, with new leaders developing and growing.

*Gift Activating - Bless it*

The church is developing a vision of multiplying, and many people are so willing to be used by God. The church plans to begin working in five new places around the city, and we are training them on spiritual gifts and ministries.

*Kingdom Building - Count it*

God is developing a vision of the Kingdom, collaborating with other churches in the city and the country. And ready to count!

There is hope for any church, but it needs a new vision and the boldness to endure the growing pains.

Notes



## A CHURCH OF LIFEBOATS, NOT A CRUISE SHIP

*Local Story from England*

Ivy Church Manchester started in 1893 when Mr Oliver Brockbank, a local businessman, led his gardener to faith in Jesus after coming to faith through Dwight L. Moody. The two men started meeting weekly to read the Bible together, and over time it grew as more came along. A few years later, Brockbank built Ivy Cottage Mission Hall, a large meeting room in South Manchester that welcomed men, women and children from all economic backgrounds and helped them discover Jesus. Over the last century, Ivy Church (as it is now known) has planted and helped others plant multiple churches and sent missionaries worldwide.

In 2010 Anthony Delaney joined Ivy Church as the Senior Leader. His vision was that Ivy Church would be a 'church of lifeboats, not a cruise ship'. At that time, Ivy Church was meeting in one location with multiple morning and evening services, continuing to grow. In the years that followed, Ivy Church met

in several other locations before forming four new sites reaching different people across South Manchester.

Dave Ferguson had significantly influenced Anthony's leadership and vision for church planting. Anthony was asked to pioneer NewThing in Western Europe (a movement that exists to help catalyse movements of reproducing churches that reproduce at every level) and has since founded LAUNCH, a church multiplication catalyst conference that draws leaders from across Europe.

In January 2020, the Ivy Church team was part of a NewThing Catalyst Community that encouraged church teams to dream big and develop a vision for multiplication. At the end of three days, the Ivy Church team envisioned planting over 200 churches over the next five years. That was a significant moment. The team realised that it would require a different approach from how we had historically planted churches (employing site leaders and hiring buildings) if we were to see that big dream realised.

Two months later, COVID landed in the UK, and everything changed. After the initial chaos of the pandemic began to settle and we learned to live with COVID and lockdowns, the team asked, 'What

kind of church do we want to be when we come out of lockdown?' We recognised that this was an opportunity to think differently and re-plant.

At the end of 2020, we decided that our mission remained the same - *To help people find their way back to God.* But we wanted to be clear that it would happen by 'releasing God's power through *all* of God's people'. We wanted to equip every single person to be a disciple that makes disciples as we plant and multiply new churches.

A complete legal restructuring process ensued. The roles of site leaders were made redundant, and the team could apply for new roles aligned to Ivy Church's Discipleship Pathway - the five key steps that describe the journey that someone goes on, like the Prodigal Son in Luke 15, from being lost and alone in the world to found and at home in the Father's house. The key stages are as follows:

1. Discover: *How do we discover people far from God and help them discover Jesus?*
2. Deliver: *How do we help people to be born again and enter the fullness of life and freedom in the Kingdom of God?*

3. Devote: *How do we help people become devoted to Jesus and one another?*
4. Develop: *How do the devoted get developed as leaders?*
5. Deploy: *How do we help people realise they are sent into their worlds to help people find their way back to God?*

Our Discipleship Pathway became our organising structure, and the *How* formed our *Why*. As we started changing from being a 'site-based model' towards a multiplying movement, we lost some people who did not come back to the less attractive model. The change to what we believe is a more biblical *ecclesia* has also formed the foundation, along with other resources we have created that other churches are now using, for training our people for their work of ministry, helping them become disciples making disciples and multiply the new churches God equips them to begin, whether they become micro, medium or mega!

While we continue to learn and grow, we are thrilled that alongside re-planting two locations for our Sunday gatherings, one based in a sports club and community cafe, owned and run by Ivy Church,



we have also helped start twelve new churches across the UK, some of which have begun to multiply.

*Notes*

Many of these new churches are starting like Ivy Church did, with one person reaching out to a friend or neighbour, sharing the good news of Jesus, beginning the journey of discipleship, and inviting others to join in. Whether or not what grows retains the name of the originating church, that's how Ivy continues to grow.

*Notes*



## MAKING YOURSELF REDUNDANT

*Local Story from Germany*

More often, leaders spend much of their time expanding their sphere of influence and taking up all the space they are given. Developing other leaders is, at best, a side project for them. Jason Lim is different. He is very efficient at making himself redundant in the best sense of the word, thereby creating space for others.

From the very beginning of his church plant in Frankfurt, Germany, he has been empowering others by giving them permission to try things out and accompanying them. One example is the house churches. These are the core of the congregation. And not only that, but precisely because the house churches are so important, he decided not to lead them himself but to put the second pastor in charge so that he could grow. Therefore, he permitted him to lead and entrusted him with this vital area.

He also gives young, inexperienced leaders permission to lead. For example, he gave a young student the responsibility for *Café Hope*, the free German classes of the church plant, which for a while was

the most important place to meet new people in the district. Instead of saying, 'This is so important, I'm running it', Jason said, 'This is so important; that's why I'm giving you permission and responsibility to run it. So you can grow and fulfil your potential.'

Jason not only lives permission giving with leaders who are already part of the congregation, but he intentionally recruits new leaders so that they can unleash their potential in Frankfurt. For example, a few years ago, he met an evangelistically gifted young man who had been living out this gift mainly without the support of his rural church.

Jason recognised his potential and encouraged him to come to Frankfurt to use this gift more strategically for the Kingdom of God. He helped in communication and practical things like finding a place to live, thus clearing the way. This is also how giving permission becomes practical.

Jason also lives as a permission giver apart from his work in his own congregation. With his 'Kingdom of God' perspective, he looks outside his church for potential leaders he can empower. For example, a young man came to Frankfurt a few years ago with the desire to live in

multiplication - but he didn't quite know how. Again, Jason gave him theoretical permission to grow into leadership and practically enabled him by supporting him in fundraising and connecting him with a church that wanted to leap into multiplicative discipleship.

In all his work as a pastor and regional leader of a mission organisation, Jason strives to allocate his time and delegate tasks to invest as much time as possible in mentoring new leaders. With all the young leaders inside and outside the church Jason invests himself in, he meets regularly: once a month to once a week, depending on the intensity of the mentoring. He accompanies them holistically: ministerially, spiritually and character-wise. He lets them share in his life so they get to know him, not only in a ministry context.

He guides the leaders and yet gives them enough space. He lets them make mistakes but does not leave them alone with their mistakes. In this way, many people who have come into contact with Jason have become leaders who would never have thought themselves capable of leading.

With his permission giving lifestyle, Jason paves the way for multiplication.

*Notes*

## WHAT IS THE NEXT LEVEL?

*Local Story from Europe*

Amy had grown up in the church and was familiar with Scripture and doctrine. But something changed in the last week. After attending a workshop on the Four Fields of Kingdom Growth, Amy found herself thinking differently about herself and especially about what God was calling her to do in the lives of those around her. She hadn't put much thought into Evangelism and Discipleship. She knew they were important and wanted to see people come to faith and grow in their faith, but she never really thought she could contribute much to those efforts. She had always been quiet and found it intimidating to talk to new people. Her picture of evangelism - standing on a corner or walking through a park asking people if they knew about Jesus - was not something she could see herself doing. As for discipleship, well, there was always someone older or with a role at her church who seemed more prepared to help others grow in their faith.

At the workshop, though, Amy was encouraged to work through what scripture says about our mission. As

her table discussed passages like Matt 28:19-20 and Acts 1:8, she began to see the connection between Evangelism and Discipleship. Far from separate concepts, she now saw them as two sides of the same coin. As a result, Amy began to understand that she was called by our Lord to actively make disciples, whether around the world or across the street. More surprisingly, she found herself excited about faithfully following the Lord's command.

Amy was encouraged to think about all her relationships through the same disciple-making lens; she would ask herself, 'How does the Lord want me to help them move to the next level?' She drew out a map of the closest relationships in her life. Her many relationships from school and work who either didn't exhibit active faith, followed other religions, or practised no religion were marked in a certain way.

With them, she would be intentional about sharing the Truth of the Gospel and inviting them to meet Jesus, grow to be like him, and tell others about Him. If the person on her relationship map was an active believer, they were marked differently. She could then intentionally share the exciting principles she learned

in the workshop and invite them to study and apply scripture together. They would hold each other accountable for sharing with others and helping them move to the next level. Their partnership allowed them to reach even more people.

*Notes*

## GOD GIVEN OPPORTUNITIES

*Local Story from Eastern Europe*

If God gives you an unexpected opportunity, are you paying enough attention to take it?

Lukas<sup>1</sup> is a young man from a very culturally closed people group who had come to faith a few years earlier and was part of a small house church. One day he was talking to Tomas<sup>2</sup>, another young man from the same people group, who was visiting the town for business. Lukas shared a simple testimony of his faith and invited Tomas to visit the church the next day.

As the house church gathered for worship, Lukas saw Tomas approaching the building. To the surprise of all assembled, when Tomas walked inside, he began acting oddly, and it became clear that he was demon-possessed. Instead of responding in fear or anger, the church rallied Tomas in love and compassion. They prayed, and he was released from the possession and accepted Christ as his Lord and Saviour.

<sup>1</sup> Name changed

<sup>2</sup> Name changed

Tomas returned to his hometown with a zeal common among new converts and began sharing boldly with his family and friends. Though many refused to hear the Gospel message, several began to accept it. Tomas called Lukas and asked for help with the new Christian Community forming around him, so Lukas and others from his church made the trip to Tomas' town. They started a house church meeting that stretched into multiple days as people came and went asking questions and receiving teaching from the Word.

This sounds like a story from the Book of Acts or the early days of the Christian Mission or some distant Asian land; this event happened in early 2023 in Europe. At the beginning of the year, there were no known believers in this town, and now almost 100 new brothers and sisters are worshipping and growing in their faith.

*Notes*



## MEET LIMITLESS PIONEERS!

*Local Story from UK*

Limitless Pioneers is a project within Limitless, the youth ministry arm of Elim Pentecostal Church, a growing movement of churches in the UK. Limitless Pioneers, founded in 2017 and led by Jamie Price, grew out of the shocking realisation that at least 111 of a total of about 500 Elim congregations in the United Kingdom were neither investing in youth ministry nor reaching young people.

Out of this discerned need, Price founded Limitless Pioneers - with a vision to see 100 new youth ministries planted in the West Midlands by 2027, launched by congregations that are not currently reaching young people. Limitless Pioneers does not operate apart from local churches, but supports them in planting youth ministries. Limitless Pioneers activates the gifts and potential in local churches and empowers them to build their own youth ministry so that teens and young people can connect with Jesus through the local church.

By empowering congregations instead of 'doing their own thing', Limitless

Pioneers has the big picture - the Kingdom of God - in mind. Rather than merely building its own ministry, Limitless Pioneers embraces partnership potential, providing sustained and collaborative support for the work of the whole Kingdom of God - where the limits of its own organisation end. Their work is 'limitless' in the truest sense.

*Notes*

## TRANSFORMING LOVE

Local Story from Germany

In the summer of 2018, my wife and I moved to Euskirchen, Germany, with our three sons, ages 5, 3, and 2, to plant a church. We had no staff, no core team, and no other worshippers. The planting team consisted of my wife and I and our children. On 1 July, my employment contract began. After eleven years as a pastoral minister in EFG Haiger, I naturally went to the office in the morning out of habit and booted up my computer. I had my office at home in the attic. There was still no email from anyone in Euskirchen. I didn't have to prepare a sermon either, because there was no service. Everything had to be set up from scratch. While I was sitting upstairs in the office, my wife suddenly called from downstairs: 'Honey, you don't start a church at your desk. Get out!' I shut down my computer, headed downstairs, put on my shoes, walked out, stood by the road, and asked myself, 'Now what?'

What would Jesus do? What do you want me to do? He trained disciples and commissioned me to develop disciples as well. Peter's calling was the basis of our action. Jesus had promised: 'I am

with you always!' We took this literally. We entrusted ourselves to him in daily prayer. We believed in Paul's words from Galatians 2:20: '*I no longer live, but Christ lives in me...*'. If Christ lives in us through His Spirit, then surely He will have the same convictions as He had 2000 years ago. He would leave the crowd and turn to the individual. That's what he did with Peter.

So we didn't go out to the 60,000 inhabitants of Euskirchen and try to reach everyone somehow. We didn't do street outreach, nor did we hand out flyers. We did not go from house to house or hold an evangelisation in a town hall or a tent. We took our neighbours to our hearts. To this day, we pray daily for eight parties in our immediate neighbourhood. In doing so, we find that their hearts and ours are stirred. We would not have thought that love for our neighbour could be so powerful. In the past, we simply passed by our neighbours. We reduced our Christian life mainly to the events of the local church. Faith took place almost exclusively in the church building. Now we had no church building. We also had no events. But we had fellow human beings whom God had placed alongside us.

My neighbour and I gradually became friends. We went fishing often, went on bicycle tours and spent a lot of time on his terrace and on mine. My wife and I resolved never to bring up the subject of faith on our own, and if it comes up, we would be happy to describe our greatest passion.

In September 2021, my neighbour and I were sitting on the couch at my house. He looked at me seriously and unexpectedly said, 'David, I never want to talk to you again about faith, God, and Jesus.' This surprised me greatly; I had not mentioned the subject. Suddenly there was a tense and cool atmosphere in the room. For a year, we had lived so distantly next to each other. I was tempted to stop praying for him every day. But then I put myself in his shoes. I mentally sat in his chair and thought, 'I hope my believing neighbour won't stop praying for me, given my hopeless situation'.

I continued to pray. Peter's calling came to my mind. Although Jesus had shown Peter only kindness and goodness so far, he wanted to get rid of him. 'Get away from me,' Peter said. I felt this rejection when talking to my neighbour on our couch. But perhaps here was the moment that the light of Jesus had entered his

life. Did he want to prevent things from life coming to light that was better left unknown?

In September 2022 - exactly one year later - he called me on a Thursday at noon. I hear a sobbing, shaky voice on the phone. He calls me to him. Already at the door, he hugged me and said, 'David, I'm not who you think I am.' He started telling me about guilt and sin in his life. I said, 'Why don't you tell Jesus?' We knelt in his living room and prayed to the Lord. He surrendered his life to Jesus.

On 2 October 2022, we celebrated his baptism. However, he was not baptised alone. Next to him, his sister-in-law and mother-in-law were baptised. My neighbour's mother-in-law later told me, 'I never thought he would come to faith.' His conversion did something to her and to his sister-in-law.

Now another small group of our church meets in the neighbour's house. Since the foundation of our church, we have been able to baptise 30 people. There are twelve small groups that meet in the homes. Every fortnight we celebrate a service together. My wife and I have not led all 30 people to faith. To this day, we are fully with our neighbours. The togetherness in the neighbourhood has



changed dramatically in the past five years. Food is shared again and again. We constantly visit each other. The children play in the street and feel safe.

Our task is to love our neighbour. Then the next. This is the highest commandment. We are commanded to make that neighbour a disciple of Jesus. Jesus got into Peter's boat of life, so we try as often as we can to be where our neighbour is. This love reaches everyone sooner or later. Mother Theresa is reported to have once said, 'At first, I thought I had to convert. In the meantime, I have learned that my task is to love. And love converts whom it will.'

We firmly believe that it is not we who build the church, but Jesus. That is what he promised. In Matthew 16:18, he says, 'I will build my church.' If we faithfully implement Jesus' commission and invest ourselves in a few, the Lord will bless it. That's how he did it in Euskirchen. When we were still alone as a family, I told the story of Noah and the building of the ark in a family devotion.

I concluded, 'Noah faithfully carried out God's commission and in the end, it was just him and his family in the boat.' Had he done something wrong so that no one joined and was saved? Suddenly my

5-year-old son interrupted me, 'Dad, but if God had led the animals into the ark in pairs, then he can also lead people into our community.' I thought to myself, 'at least someone who believes'. And those who believe experience miracles. And so it came to pass. As in Acts 2:47, 'The Lord also added to us in the church those who were saved.'

Many adopt this way of life and experience a similar transformation in their neighbourhood. Most have come to faith in homes, so they also open their homes and authentically, lovingly, and generously lead others to Jesus.

Only when we have seen and tasted how kind the Lord is will our fellow human beings see and taste the kindness in us. We only love when we have tasted love ourselves, and we only catch people when we ourselves are caught by Him. Only then will our neighbours leave their high ground, for they have found the absolute good - God.

Notes



## GOING DEEPER

A deeper dive into this year's theme, created to help you in your onwards journey.



Dietrich is a German-American author, conference speaker, pastor and church planter. He is married to Jan Carla, and they have three adult children.

Dietrich has dedicated his life to spreading the Gospel by planting churches in Germany. He has planted five churches, and was appointed the executive director of church planting for the Evangelical Free Church of Germany from 2008-13.

Dietrich earned a Doctor of Ministry degree from Fuller Theological Seminary in 2006, having written a dissertation entitled *Creating and Sustaining a Church Planting Multiplication movement in Germany*. He is also a graduate of Trinity Evangelical Divinity School (M.Div. and M.A. in NT), as well as from Columbia International University (B.A.).

## LEADING WITH A MULTIPLICATION MINDSET

As a Kingdom leader, your ministry is to increase the effectiveness of others. Think of yourself as a rocket launcher. A rocket launcher comprises a booster rocket that generates the power, other rockets need to transport a spaceship into space. Without the rocket booster, there is no man on the moon, no trip to Mars, and no satellites to orbit the Earth.

Every Kingdom endeavour needs booster leaders; leaders who empower others. The greatest gift God can give your ministry is the gift of leaders who empower other leaders. This is the open secret of multiplication: it is based upon leaders empowering other leaders for greater effectiveness.

Who was it that invested in you to become the leader you are today? Who are the next generation leaders you invest in to become tomorrow's movement leaders?



Fig. 1.2 A stone and a jar of sand

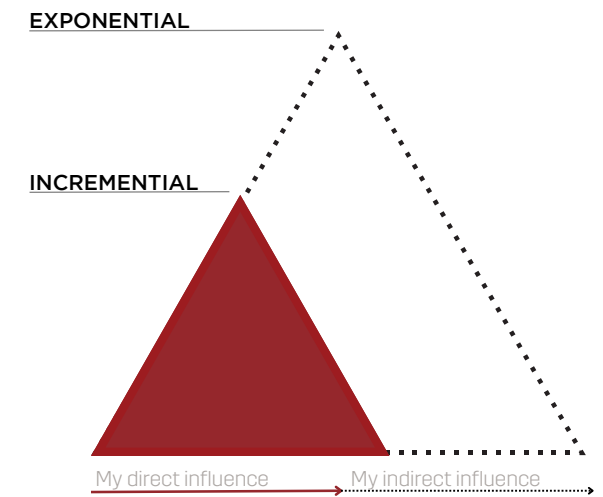


Fig 1.1 Exponential Leadership

Figure 1.1 shows us two things: the size of your current ministry, as seen in the triangle's apex, and the leaders you directly influence. To move from incremental Kingdom building to exponential Kingdom building, you will begin to empower those leaders we do not know through those that are known to you.

Can you do something? Find a stone and some sand. See Figure 1.2.

Fill a small jar with sand and screw the cap on tightly. Put the stone next to the jar of sand on your desk in front of you. When you have both a stone and a jar

of sand before you, we can begin our journey as a significant Kingdom leader.

## Multiplication Thinking

Whenever God takes a leader into a new realm of ministry effectiveness, he starts with a metaphor. A metaphor is a vision of what God sees that a leader does not yet see. As such, it is always above and beyond the means and capacity of the leader to achieve. God led Abram into a star-studded middle eastern night sky. *'Look up at the heavens and count the stars - if indeed you can count them'* (Gen 15:5), *'so shall your offspring be.'* After passing the test of obedience to God in which Abraham was willing to offer up Isaac, his only son, God said, *'I will surely bless you and make your descendants as numerous as the stars in the sky and as the sand on the seashore'* (Gen 22:17).

Jesus cast vision with metaphors. He told his followers what they needed to see before they would experience it: a single mustard seed that would produce a tree so large and luxurious that the birds of the heavens would find shelter and sustenance in it. Or soil so rich that it would produce a crop sixty or one hundred-fold of the seed that was sown.

To Peter, the fisherman, Jesus cast a vision (pun intended) by saying, 'I will make you a fisher of men.'

I want you to see and feel what God wants you to feel and see. Look at the stone in front of you. What does it symbolise? The stone is singular: you as one leader, your ministry as one church. Now look at the jar filled with sand. Can you see every granule symbolising a leader or a new church? Begin to thank God for taking you from what you know (the stone) to what he has planned for you (the jar of sand). There is euphoria, and joy, in seeing God's metaphor of what he intends to do through your influence as a Kingdom leader.

Kingdom leadership is principally others-centred. As Kingdom leaders, what we do pales in the light of what others will accomplish because we have supported them. Leadership is influence, which can be either direct or indirect. The power of *indirect* influence is crucial to the success of a Kingdom-building ministry.

A good illustration of the power of indirection is found in the life of Moses. At the beginning of Israel's new-found freedom from Egyptian slavery, Moses, as the leader, settled all the disputes among the people. In Exodus 18 we see

the challenge that Moses faced as their leader:

*The next day Moses took his seat to serve as judge for the people, and they stood around him from morning till evening. When his father-in-law saw all that Moses was doing for the people, he said, 'What is this you are doing for the people? Why do you alone sit as judge, while all these people stand around you from morning till evening?'*

*Moses answered him, 'Because the people come to me to seek God's will. Whenever they have a dispute, it is brought to me, and I decide between the parties and inform them of God's decrees and instructions.'*

*Moses' father-in-law replied, 'What you are doing is not good.'*

*Ex 18:13-17*

The way Moses dealt with the challenge of mediating disputes was not good, and it burdened those seeking to resolve their issues and Moses, who was exhausted from helping them. Moses' problem was that he was dealing directly with people and their grievances, and it was wearing him out.

Moses' father-in-law came up with the key solution to Moses' challenge. Jethro

introduced his son-in-law to the principle of indirection. We read further in Exodus 18:

*Moses listened to his father-in-law and did everything he said. He chose capable men from all Israel and made them leaders of the people, officials over thousands, hundreds, fifties and tens. They served as judges for the people at all times. The difficult cases they brought to Moses, but the simple ones they decided themselves.*

*Ex 18:24-26*

The result of Moses being able to lead through others indirectly was that the people went home satisfied, and Moses had an immense burden lifted from his shoulders.

## The Significance of Indirect Influence

### Tool: Expand Your Leadership Influence

How much of our leadership is direct, and how much of it is indirect? Here's an exercise that will help us ascertain perspective. Take a clean sheet of paper and put your name in the middle. Circle your name. You are the influencer, the leader. Then like spokes on a wheel,

write down the names of those leaders you influence directly, face-to-face. After you have before you those key leaders that report directly to you, draw a dotted circle around them. In Figure 1.3, for example, that would be six leaders.

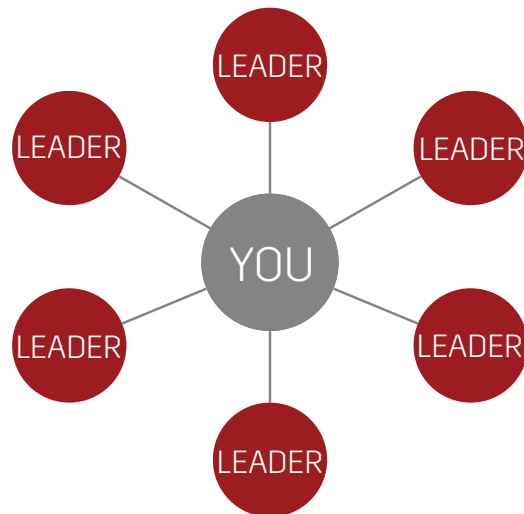


Fig. 1.3 Direct influence

Now, draw five circles, each emanating from the existing leaders put outside of the dotted circle. The total of these unknown leaders comes to thirty. Ask your direct reports to come up with the five leaders they directly influence, most of whom will be unfamiliar to you. What you have before you in Figure 1.4 depicts the power of indirect influence.

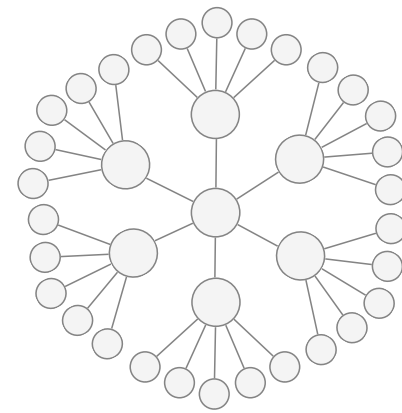


Fig. 1.4 Indirect influence

Congratulations on doing this. Why? Because you have shown you want to be a king-maker rather than a king. It's just what Jesus smiles upon because it is just like Jesus.

Indirection is what Kingdom leaders strive for. It is the power to move people mediately, to boost them into a new realm of movement effectiveness.

When Disney World first opened in 1971, its creator, Walt Disney, was already dead. At the grand opening of Disney World, a reporter, speaking to Mrs Disney, exuberantly said to her, 'Wouldn't it be great if Walt were here to see this day?' Mrs Disney retorted, 'Young man, if Walt *hadn't* seen this day, *you* wouldn't be here!'

What do you see in terms of multiplication in ministry and in leaders that God has already planned for you? Now, prayerfully move into the future that God sees for you.

Notes



## LEADING AS A PERMISSION GIVER

I was a young Christ follower when, at sixteen, a youth pastor approached me with an invitation. He said, 'Dietrich, I would like you to conduct a devotional on a Wednesday morning at 6 AM at a breakfast for high school students.' My response? 'Great! But what is a devotional?'

He told me what that was and how I could prepare a fifteen-minute talk. This was the first time I had done something like this. I prepared the best I could on a cold October morning, jumped on my motorcycle and did the devotional. Afterwards, two people I highly admired came up to me, and both said the same thing: 'Dietrich, do you know God has given you the gift of teaching?' My response: 'Great! But what is the gift of teaching?' I did not know it then, but I was in a greenhouse of Kingdom culture. Leaders were constantly inviting and challenging young people like me to do things they had never done before and, in the process, discover what God was doing. Eighty percent of what I learned in becoming a church planter in Germany, I learned as a teenager in my local church.

Growing Kingdom leaders takes three things: an invitation to serve, a challenge to stretch beyond oneself, and a short assessment of someone seen in action.

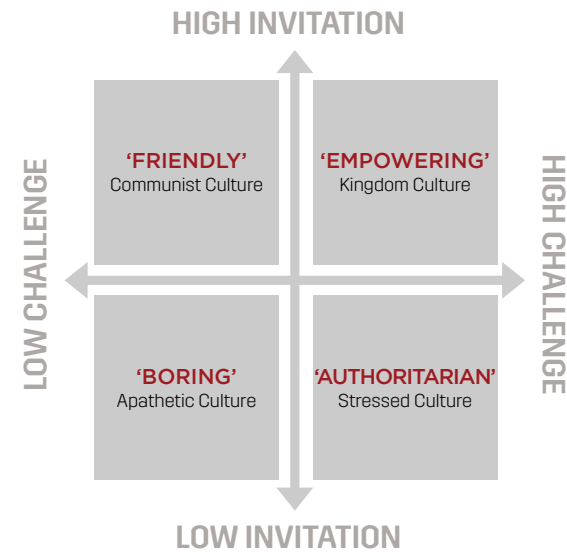


Fig 2.1 Building a Kingdom Leader Culture

The upper right quadrant is where we want to be – high invitation coupled with high challenge. Many church ministries, however, are of one of the other quadrants. The upper left-hand quadrant – high invitation but low challenge is the friendly church. People are invited warmly, but the implicit message is 'Come as you are and stay as you are.' This would be a sit-and-soak, consumer-based church.

The lower left-hand quadrant is a low invitation and low challenge, the 'boring' church. The onus is on the parishioner, not on the leadership. A parochial system supplants 'everyone is a minister' with paid staff. In Europe, this would reflect the State Churches.

And lastly, the bottom right-side quadrant is a high challenge paired with a low invitation, the stressed church. In this church culture, the leadership is largely authoritarian, telling people what to do and having them report back after doing it.

As Kingdom leaders, we are Kingdom-spies. We are constantly on the lookout for people, often young people, that we can invite and challenge to do something new. When we look at how Jesus trained his disciples, it becomes evident that he was not asking for volunteers. He was rather unabashedly challenging people to follow him. We need to do the same.

### Identifying Leaders

But Where to Start? What are the ground rules when wanting to raise up leaders? We look for three seminal qualities in a person's life evidenced by their behaviour. They need to be FAT: faithful, available,

and teachable, and all three qualities are needed.

Prayer is always the starting point. We discover future Kingdom leaders by asking the Lord of the Harvest to give them to us. This was the way of Jesus in Matthew 9:38, 'Ask the Lord of the Harvest, therefore, to send out workers into his harvest field'. As we ask expectantly, determinedly in faith, we will receive. Then it is good to realise that the leaders we are looking for are already there! Kingdom leaders do not appear out of thin air. They are right before us. Like the crowds to which Jesus spoke, most did not know that the Kingdom of God and its King were right among them, and it is the same with Kingdom leaders.

### What to look for?

#### 1. Provenness in ministry

There is no potential in this new breed of leaders, only proven. As we look around us, we will develop a knack for discerning leaders who have led others: they have been fruitful evangelists, have discipled new believers, have empowered others to lead, have started new churches etc.

#### 2. Entrepreneurs in the marketplace

But we won't just look at the general

church culture to find our Kingdom leaders; we will look at marketplace leaders. Who are the entrepreneurs? Who has started a business? Who has written helpful books? Who has had new ideas that get others talking?

### 3. Reputation as a leader or an innovator

In the prayerful process of locating the Kingdom leaders, we will ask many people for their insight. We will pose questions like, 'Tell me about a leader you know who is in high school/college, and why do you think he is a leader? Who are the people around you that have most influenced others toward admirable goals? Whom would you follow if they asked you?'

Malcolm Gladwell describes three kinds of influential people who shape the thinking and behaviour of those around them.<sup>3</sup> His delineation of these three types of people can help us more readily identify a person of peace. He uses the terms 'connectors, mavens, and salesmen'. *Connectors* are people who, because of their many relationships, connect people

with others. If you think of a pyramid, connectors are at the top of their social contacts. It's not just that connectors know many people. Many of these people live in diverse sectors of society. Then there are the *mavens*. This word comes from the Yiddish, and it means an expert or a connoisseur, someone who also shares his knowledge with others. Gladwell describes the maven as someone who is sought after because of his knowledge, experience or relationships. Mavens are people whose opinions influence many other people. Gladwell says mavens are most effective when they work with connectors. Finally, *salesmen* are people who can convince others of something. If *mavens* contain a databank of helpful information and *connectors* provide the relational web to spread a message, then *salesmen* are the people who can convince others about the message. Salesmen convince and create credibility. Because they are persuasive and credible, people follow them.

Gladwell illustrates the power of a connector by relating a true story. A young woman in Los Angeles went out to eat with her father, who was a connector. They ate in a Japanese

restaurant where the chef was a friend of hers. Her father thought the food was outstanding. On that same evening, he recommended this restaurant to some of his friends who lived nearby. The next day people were queueing up to get into this restaurant. The cause was one man with a gigantic network of acquaintances.<sup>4</sup>

Connectors, mavens and salespeople can be found in every part of society, city or region. They may become people of peace for church planters, and they will speak well of us and our plans if we win their trust. Behind every person stands an army of people to whom we suddenly gain access because the person of peace thinks well of us and what we are doing.

### 4. Holy misfits that others have overlooked

In our quest for Kingdom leaders, we must be on the lookout for the holy misfits that others have disregarded or overlooked. Moses would have fit into this category, Samson and David as well. These are often freedom-loving, rule-breaking, new-pathways kinds of people.

<sup>4</sup> Ibid. p.55

### Tool: Cards of Encouragement

Have postcards generated on which something like 'That was really great!' is printed. Begin to catch people around you doing beautiful things, and write them a few short lines of encouragement.

### Tool: Inviting people

Make a list of people you propose to invite and to challenge to do new things (the upper right quadrant of Fig 2.1), then extend the invitation and give the challenge. Look for provenness.

<sup>3</sup> Gladwell M., The Tipping Point: How little things can make a big difference. Little Brown and Company, 2000. p.30-88



## LEADING AS A DISCIPLE MULTIPLIER

God is always opposed to the status quo. The status quo for most people, and I am like most people, is self-satisfaction. Sure, I'm all for change, but in others.

Sometimes when people show up at my birthday parties and attempt to congratulate me, they are at a loss for words. Sheepishly with a tinge of embarrassment, they say, 'Congratulations, Dietrich! Stay the same as you are.' Now, when the lovely Jan hears that, she hits the roof and says, 'No, he shouldn't stay the same. He needs to change!' That's when we shuffle off to the table with the cake on it.

Who wants change? God does. The normal word for a Christian in the New Testament is not *Christian* (used only three times in the entire Bible, mostly negatively) but *disciple* (used more than three hundred times). What is a disciple? A disciple is a student. What does a student do? They learn from the teacher. In our case, we learn from Jesus how to be like him in our character (The fruit of the Spirit is the fruit of Jesus).

Paul's writing on the fruit of the Spirit (Gal

5:22-23) challenges us to be changed. There we read of nine qualities that God possesses with absolute perfection that are underdeveloped in us: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control.

For the most part, Jesus teaches us how to become like him situationally, and not in a classroom. The best way to notice where Jesus wants to change us is to be attentive to what irritates us. Often when someone criticises us, we push back. But Jesus would rather have us be open to criticism. Criticism is a divine gift that helps us focus on what needs to be changed.

### **Tool: Identify your area of character development**

If you are not among the faint of heart, let me challenge you with the following assignment. In the next week, go to three people in your life who know you well and ask each one the same question: 'If you were God and you had the power to change one thing about who I am, what would that be?' Brace yourself. Their answers will all three probably go in the same direction. Whatever they say, respond with 'Thank you. I know it

took great courage to tell me this.' And then, you can partner with Jesus as your teacher to grow in that one area of character development.

For the more timid among us, here is a less confrontational assignment. Read 1 Corinthians 13:4-7 out loud:

*Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It does not dishonour others, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres.*

Then read it again aloud, but this time substitute your name for the word *love*. Ask yourself, 'In this self-description, what lines up *least* with who I am?' When you have it, then you have located your personal growth issue. Remember, it is not good to stay the kind of person you have become. God wants to change you, to make you more like Jesus.

After discovering your weak spot, do a systematic Bible study on the character quality that needs your attention. What does God's word say about who God wants you to become? Then, perhaps with a good friend as an ally, devise a

plan to become more like Jesus. Give your friend permission to regularly check in with you as to the progress you are making.

Jesus told us that we were to make disciples. The Kingdom leader is thus someone who is in the production business. He is influencing people to be different, to kick against the status quo. His aspiration is for those he is making into apprentices of Jesus to become more and more like him. 'The student is not above the teacher, but everyone who is fully trained will be like their teacher' (Luke 6:40).

The object of our making comprises two emphases: people and systems. Think of your responsibility to make disciples as a tennis net. The game of tennis (or ping pong or volleyball) is exciting to watch due to the net stretched out between players. The net is held in tension by two poles.

In making disciples, we must attend to each pole because each augments or completes the other.

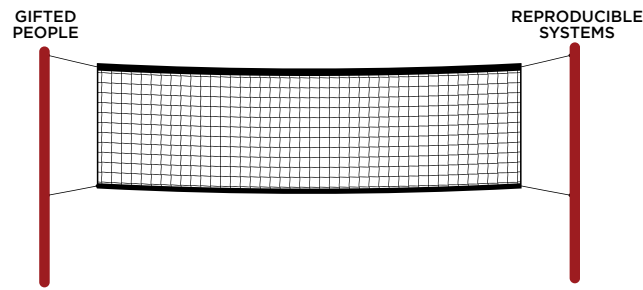


Fig 3.1 What we attend to in making disciples

Most disciple-making ministries are one pole in nature. They bank on gifted leaders. These leaders might have strengths as teachers, leaders, evangelists, shepherds, etc. But they must go beyond exercising their unique giftings. They do this by equipping others to do what they do. Paul tells us that the role of gifted people is 'to equip his people for works of service, so that the body of Christ may be built up' (Eph 4:12).

**Tool: Transformational flow chart**

A helpful tool in equipping people to be more like Jesus is a transformational flow chart that I have developed. It is easy to use and quickly focuses on the issues that need to be addressed for greater Christ-likeness.

**TRAINING IN DISCIPLESHIP**

We are to grow into mature disciples  
Ephesians 4:13

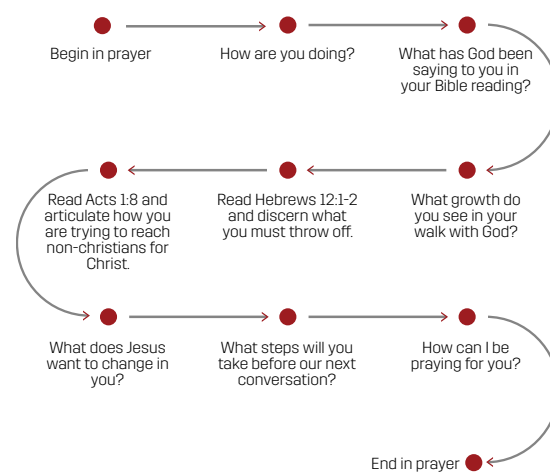


Fig 3.2 Transformational Flow Chart

Spiritual transformation occurs when three things come together in alignment: relational nearness, openness, and accountability. Accountability has to do with how we have *lived* (past tense), not how we want to *live* (future tense).

We all need gifted leaders who are able and willing to pour themselves into the lives of others. But if we only look for people with specific gifts that can equip others, we will have created a bottleneck. A bottleneck constricts the flow of a liquid out of the bottle, and leadership by itself can be constrictive. We put ourselves in a binary box when

we only see disciple making as the fruit of leaders influencing followers.

What we need is the second pole of disciple making. The second pole is reproducible systems or disciplines that get the same results as the leadership based model without needing a leader.

At the risk of being controversial, allow me the following insight: I believe we have over-emphasized the role of spiritual gifts in ministry. Most certainly, spiritual gifts are great strengths, and on four occasions, Paul and Peter highlight their value to the healthy growth of local churches.<sup>5</sup> Especially in the realm of church planting, we need certain gifts that often result in great blessings.

But what if the gifts are not present? The Great Commission is still operative, with or without gifting. Consider four downsides to over-emphasizing the spiritual gifts. First, the gifts are given by God, *not acquired* by human effort. As believers, we have no monopoly on who receives what gift. We can ask God for certain gifts, but it is always his prerogative to grant or withhold them. Second, the gifts that God gives his children are limited

<sup>5</sup> The four references to spiritual gifts in the New Testament are Romans 12:6-8; 1 Cor 12:7-11; Eph 4:11-13; 1 Pet 4:10-11.

to the influence of the person with the gift. Even with the same gifting, there are various measures of potency. Third, spiritual gifts are non-transferable. It's not like the patriarch of a family business that appoints one of his children to lead it after he retires. Ministry is not an equal opportunity venture. Fourth, an over-emphasis on spiritual gifts becomes the bottleneck of the ministry and, therefore, growth restrictive. A ministry can only grow as wide and as deep as those who lead it with the gifts they have. How do we deal with these obstacles?

Reproduction is one way to overcome an over-dependence upon giftedness. In the realm of corporations, Quinn refers to this as the *tyranny of competence*.<sup>6</sup> The more an individual's contribution to an organisation is unique, the more dependent it becomes upon such individuals. Many fine ministries are built upon the gifts of their leadership. But once the leadership has left, the ministry can flounder and stagnate. Systems of reproduction tend to be better than the people using them while integrating and maximising their giftedness and making up for inadequacies. They help the leader

<sup>6</sup> Robert Quinn, *Deep Change: Discovering the Leader Within* (San Francisco, Jossey-Bass), 1996. pp. 115-120.



overcome his innate reliance upon his strengths to see the ministry progress.

Every thriving movement needs healthy systems of reproduction that are better than the people using them. Such strategies are practical, easy to use, reproductive, and exert benevolent power upon its users. Benevolent power is the power to change into Christ-likeness and the power to reach people far from God.

In the church we planted years ago in the city of Kaiserslautern, Germany (pop. 100,000), we began experimenting with a hybrid form of triads made popular by Neil Cole.<sup>7</sup> The model is as simple as it is reproducible, and we called them mini churches.

How does it work? Initially, someone invites two FAT Christians to their home. No, this is not a new dietary regimen. FAT stands for *faithful, available, teachable*. The guests are of the same gender as the host. The host announces that they would like to start a new mini church with their two (FAT) lady friends. Each one is requested to covenant with one another to exercise what Cole calls spiritual breathing.

<sup>7</sup> Neal Cole, *Cultivating a Life for God* (Carol Stream, IL: ChurchSmart Resources), 1999.

Inhaling means taking in the Word of God (which is oxygen to the soul). Each participant is asked to read one chapter of God's word daily, all reading the same texts. The Bible reading could consist of consecutive chapters (e.g. On Monday, John chapter one, on Tuesday, John chapter two, etc.) Or members could read the same chapter each day for an entire week (e.g. Psalm 23 every day for one week).

Participants come together once a week and share how God has been speaking to them through the Bible reading. Then they exhale (confess), telling one another how they have lived during the previous week. Examples of questions that come up each week could be:

1. Where were you tempted last week, and how did you respond to the temptation?
2. Did you give your family (or closest friends) priority time?
3. Were you angry with someone, and did you remain angry?
4. Did you secretly serve someone without getting caught?

Spiritual transformation rarely occurs when we talk about the Christian life in the subjunctive mode; one *ought* to live

this way, one *should* live this way, etc. Rather a transformation occurs when three things come together; nearness, openness, and accountability. Accountability is understood as giving an account concerning how one has lived during the last week (note the past tense).

It is important that the mini churches are gender specific. By mixing the genders, as so often happens in most small groups, there is guardedness. For example, a man will not talk openly about his pornography if a woman is present. But get men together with other men, and the shame factor is lessened. The same goes for women.

When the other two FAT Christians agree to be a part of the start of the mini church, the host gives each a small portion of yoghurt to eat (What a delicious way of illustrating what the mini church will be!). They are asked to generate parallels between the yoghurt and their mini church. 'Tastes nutritious. Our new group promises to be nutritious.' 'The yoghurt has living organisms in it. Our mini church will be lively as well.' The host will then say something like, 'Everything you have come up with is right. But you missed one significant factor. Look at the top of the packaging. You will see a

date stamped on it. It is the expiration date.' There will come a time when the yoghurt will be inedible, perhaps even harmful to our systems. In the same way, we will give ourselves an expiration date, and the date will be four months. We will exercise spiritual breathing with one another weekly for four months, then disband.

But after we have experienced the life-transforming power of our mini church, we will invite a fourth person into our group, one of our not-yet-Christian friends. We will invite them to do what we do initially for only two weeks. You see, our not-yet-Christian friend is hesitant about what this would mean for them. The two weeks are enough time to test it and decide to stay or leave. In this way, the seeker is given enough time to experience the wooing of God's grace and a convenient and face-saving exit, should they desire to discontinue. The groups intend to see non-Christians come to faith in Christ and continue in life transformation in the mini churches.

At the end of the four months, the four members of the mini church go out and enjoy a meal at a local restaurant and afterwards divide up into two groups of two. Each group of two invites a new FAT

Christian into the newly formatted mini church, and the process is started again.

disciples and evangelises in the same body.

Notes

What are the characteristics of a reproducible system as illustrated with the mini churches? First, the format is *simple* to understand and to implement. Spiritual breathing, inviting a not-yet-Christian to join the group, having an expiration date, multiplication - these are easy to grasp and, given intentionality, easy to implement. Second, reproducible systems are *non-gift related*. Anyone who is FAT can do them. Third, they are designed to *multiply*. Reproduction is built into the DNA of reproducible systems. And fourth, these systems are not *leadership based*. They can be started and reproduced by people who do not have leadership gifting.

The beauty of this form of a reproducible system of disciple-making is that it is leaderless and does not depend on giftedness to make it work. This is very significant. In an average evangelical church, only ten percent of the people will have the gift of evangelism. What about the other ninety percent who do not have the gift of evangelism but are still called to live out the Great Commission? The format of the mini churches becomes a spiritual discipline that both makes





## LEADING AS A GIFT ACTIVATOR

In the US state of Washington sits a beautiful mountain – Mt Rainier. It is more than 4,000 metres high and is the highest peak in the Cascade Range. The Cascade Range of Mountains is made up of 25 large glaciers, which make up the largest continuous ice field outside of Alaska. Whoever dares climb this colossal tower of ice must possess lots of Alpine climbing experience and immense courage.

Donald Bennett is one of the few that has reached the top of Mt Rainier. But what is extraordinary about his achievement is that he did it on only one leg. Donald Bennett is an amputee. On one stretch of the journey to the top, Donald and his team were confronted with a vast ice field they needed to cross. Each climber strapped metal cleats to the bottom of their hiking boots to give themselves the needed traction. Unfortunately for Donald Bennett, he was constantly slipping and falling with two crutches and only one set of cleats strapped onto his boot. The only way for him to progress was to fall forward on his face and pull himself up, thereby gaining three feet of

progress. He did this over and over.

His daughter Kathy, a teenager, was part of the climbing team, and she saw the torture her father was going through and jumped into action. For the next four hours in which her dad fell forward and pulled himself up, Kathy was at his side, spurring him on, saying things like: ‘Dad, you’re making it. You can do it. You’re the best father in the whole world’. Kathy’s words touched Donald’s heart deeply, and it was her constant encouragement that enabled him to reach his goal.

Encouragement is a power, and it is a power that overcomes our desire to give up. With encouragement, we can finish high school, work grinding twelve-hour days, stay with people we love in difficult times, and achieve incredible feats like climbing mountains. Encouragement does so much for us, yet it’s often hard to come by.

The reality is that if encouragement were our main source of nourishment, then many of us would be starving right now. Why is that? Because encouragement, praise, thanks, and recognition are the primary sources of nourishment for human souls. Without them, we shrivel up inside, becoming bitter, nagging, and unpleasant to those around us.

‘Encourage one another’ is what we read in Hebrews 3:13. ‘If a person’s gift is encouraging, let him encourage’ (Ro 12:8). In the Bible, we don’t find phrases like, ‘Always look for the worst in others. Back off on praise and recognition. Don’t thank people too much, or else they’ll become proud.’ Quite the contrary!

The early churches were oases of encouragement:

- Barnabas was called the Son of Encouragement (Acts 4:36)
- Barnabas encouraged believers in Antioch (Acts 11:23)
- Two prophets in the early church, Judas and Silas, ‘said so much to encourage and strengthen the brothers’ (Acts 15:32)
- After being released from prison in Philippi, Paul and Silas go to the home of Lydia, ‘where they met with the brothers and encouraged them’ (Acts 16:40)
- When Paul was in Macedonia, Luke writes, ‘Paul sent for the disciples and, after encouraging them, said goodbye and set out for Macedonia. He travelled through the area, speaking many words of encouragement to the people’ (Act 20:1-2)

- On the way to Rome, Paul the prisoner met with believers, where we read: ‘At the sight of these men Paul thanked God and was encouraged’ (Acts 28:15)

Without question: in the first century, when people wanted to tank up on courage, confidence, and strength, they found they could do so in the fellowship of believers. What happened in the first century can be the lifeline in our churches today.

Every day we have many conversations in which things are said to us, or we say things to others. Is what we say to others life-giving, gift-activating? One thing we can do is to monitor the content of our conversations with others. We can use what I call an encouragement metre.

When we see good things in people, our default mechanism is often to say nothing. It’s like a well-known German saying, ‘Not to criticise is praise enough.’ Good work is expected in German society; there is no need to call attention to it when it happens, and this is not the way of Jesus.





heart. The treasure in the heart becomes a burning desire. A burning desire finds its outlet in service to God and others. As a Kingdom leader, you are called to be a king-maker. People all around you need the affirmation that only you can give because you see their strengths. Let what is seen become verbalised. Raise up an army of young leaders fed by your words of affirmation.

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## LEADING AS A KINGDOM BUILDER

There is no kingdom without a king. It all starts with King Jesus. Wanting to be Kingdom leaders, we will get our cues and our power to lead from our King. How did Jesus lead? And how can we follow in his steps?

### Condescension – the basics of Kingdom leadership

How did Jesus lead? Jesus led by letting go of his privileged position. Remember, he was co-reigning with the Father, Lord of all, when he *'made himself nothing'* (Phil 2:7). If we want to lead like Jesus, we must let go of things like position, privilege, and power. *'Your attitude should be the same as that of Christ Jesus, who did not consider equality with God something to be grasped (or hung on to) but made himself nothing taking on the very nature of a servant...'* (Phil 2:5-7).

King Jesus became a servant. He let go of his privileged position; he emptied himself of the fullness of his position (but not of his deity) to give us fullness (see John 10:10). We lead the same way: we

give up (empty ourselves of our rights) that those we lead might experience the King's fullness. This is cascading leadership in action.

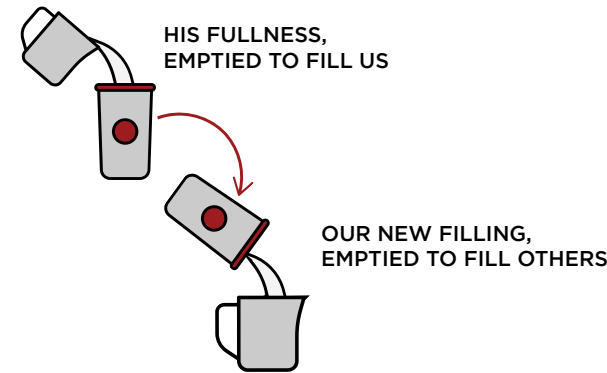


Fig 5.1 Cascading Leadership Condescension

### Tool: To-Stop-Doing List and To-Do List

Every Kingdom leader needs both a *to-do* list and a *to-stop-doing* list. Let's begin with your *to-stop-doing* list. Monitor your conversations with others. As you do, stop mentioning your successes in life and ministry, your positions, and what you have accomplished. This is your *to-stop-doing* list. Regarding your *to-do* list, start elevating others – their Christ-likeness, accomplishments, service, and impact on others and you. Publicly thank others for what they are doing for Christ and his church.

In learning to lead like Jesus, we will always emphasise character development above skills and knowledge. It is who we are that is more important than what we do. And it is who we are that forms the launching pad for what we do. So, what do we do?

Again, we look to Jesus. What did he do? He emphasised the Kingdom (rule) of God in all that he said and did. From start to finish, Jesus only had one main concern, and that was the good news of the Kingdom.<sup>8</sup> 'I must preach the good news of the Kingdom of God to the other towns also because that is why I was sent' (Luke 4:43). When we come to the book of Acts, we see the same emphasis. The 'bookends' of the book of Acts is the Kingdom of God. After his resurrection, for forty days, Jesus spoke to his disciples about the Kingdom of God (Acts 1:3). And at the end of the book of Acts, we find Paul in house arrest receiving guests *'Boldly and without hindrance he preached the Kingdom of God and taught about the Lord Jesus Christ'* (Acts 28:31).

<sup>8</sup> For a fruitful study look at these references to the kingdom of God in Matthew: 3:2, 16; 4:17, 23; 5:3-10, 12, 19-20; 6:10,33; 7:21; 9:35; 12:28; 13:11, 24, 31, 38, 41, 44, 45, 47, 52; 16:28; 18:1-4, 23; 19:12, 14, 23-26; 20:1, 21; 21:31, 43; 22:2; 23:13; 24:14; 25:1, 34; 26:29.

The planting of churches is the best form for extending the Kingdom of God on the earth. But what did both Jesus and Paul mean when they preached the good news of the Kingdom? And what are we preaching when we preach the gospel? The following diagram will help us see what Jesus meant for us to know and to do.

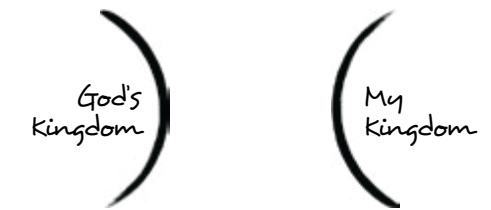


Fig 5.2 The two kingdoms

When we read the New Testament, we quickly discover that there are only two realms in which a person can live in this world. Everyone begins their life building their kingdom. Their kingdom is what they want out of life. This is what gets their full attention.

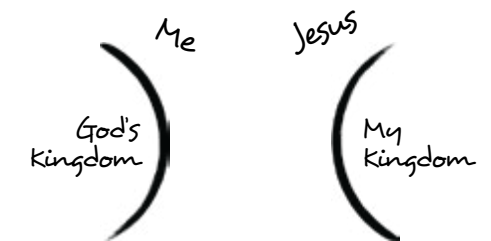


Fig 5.3 Jesus and I, being in between both kingdoms

Between my kingdom and God's Kingdom, there are two essential people: Jesus and me (or I).

What happens to the person who is building their kingdom? They will do many good things with their lives; get good grades in school, earn a degree, work a job, get married, perhaps have children, buy a German car (you get the idea). But if they are honest, they will have to admit that they are suffering from the things that they have produced that are both negative and painful. They may have suffered a divorce, been fired from a lucrative job, lost their house in a financial downturn, become estranged from their children, or become addicted to drugs or alcohol.

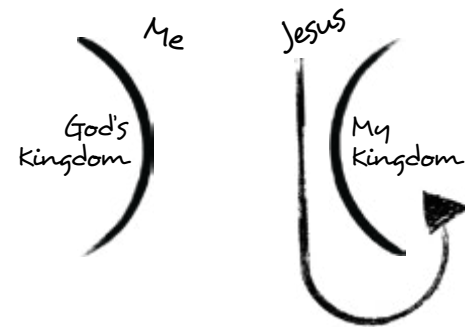


Fig 5.4 Jesus inviting us to live for God's Kingdom

In their suffering, someone may share Jesus with them. Jesus himself enters

the world and presents us with both an invitation and a challenge - to live in the realm of God's rule in His Kingdom. They do the following when they begin to understand who Jesus is and what he did for them. They invite Jesus into their lives. But what are they doing? They say, 'Jesus come into my life and take away all of the sin and shame that I have produced. Be my garbage collector. Give me a wonderful future in heaven with you after I die. But in the meantime - leave me alone. Help me build my kingdom.'

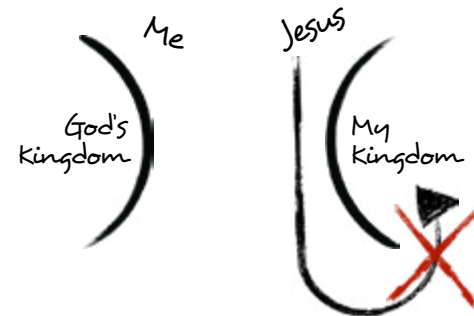


Fig 5.5 Jesus declines our invitation to build our kingdom

How does Jesus respond when people invite him into their lives to help them build their kingdoms? He says, 'I'm not interested in helping you build your kingdom! What you are doing is much too small, too full of you, too weak, and amazingly selfish.'

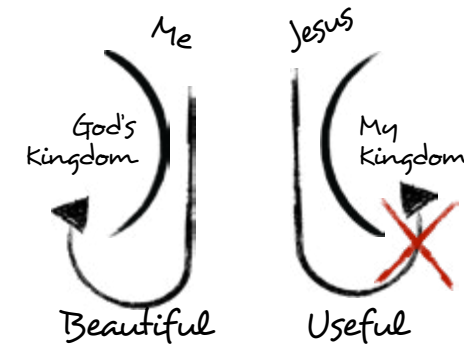


Fig 5.6 We are invited to live under His Kingship in His Kingdom

Instead, Jesus extends an invitation to the person suffering under the weight of his accomplishments to enter into God's (his) Kingdom. In so doing, that person will be transformed into one who joyfully lives under the rulership of Jesus. As he lives under Jesus' Kingship, he discovers Jesus to be beautiful, whereas the person who simply wants Jesus to manage his sin considers Jesus valuable and utilitarian.

All followership begins with surrender, and so does leadership. We are not calling people to a church or us. We are calling them to follow Jesus as their King. In his stellar work *The Cost of Discipleship*, Dietrich Bonhoeffer speaks of cheap grace, which is believing without following. Cheap grace is asking Jesus into our lives to help us build our kingdom.

### Kingdom leaders strategise by principles, not agendas

Now, what do leaders do to advance the Kingdom of God in their meetings? Kingdom leaders strategise by principles and not agendas. Agendas are the things that come up in ministry spontaneously. Agendas could be crises or opportunities brought on by circumstances or someone wanting their issue to be advanced. Agendas are often reactive in nature. Principles, however, are proactive, providing the meta-level from which planning takes place. Do not start with agendas; begin with principles.

<p><b>I. EVANGELISM AND CHURCH PLANTING</b></p> <p>The church's outward moving:</p> <ul style="list-style-type: none"> <li>• Evangelistic events</li> <li>• Promote and empower evangelists</li> <li>• Our next ten church plants:             <ul style="list-style-type: none"> <li>• Where?</li> <li>• Who leads them?</li> <li>• How do we support the leaders?</li> </ul> </li> </ul>	<p><b>II. RAISING UP KINGDOM LEADERS</b></p> <p>Know the leaders:</p> <ul style="list-style-type: none"> <li>• L1 - Leaders who lead leaders</li> <li>• L2 - Leaders who lead participants</li> <li>• L3 - Passive leaders, doing nothing             <ul style="list-style-type: none"> <li>• Offer leadership training</li> <li>• Coach ministry area leaders</li> <li>• Every leader has an apprentice</li> </ul> </li> </ul>
<p><b>III. REPRODUCIBLE SYSTEMS</b></p> <p>Simple, timed-release:</p> <ul style="list-style-type: none"> <li>• Mini-churches</li> <li>• Service-related</li> </ul>	<p><b>IV. ORGANISATION AND ADMINISTRATION</b></p> <ul style="list-style-type: none"> <li>• Trivial, business</li> <li>• Some calls</li> <li>• Celebration planning</li> <li>• Pleasant activities</li> <li>• Immediate, urgent matters</li> <li>• Any activities</li> </ul> <p><b>NOTE:</b> Hand over these tasks to a C.O. team (communication and organisation)</p>

Fig 5.7 Principle-based kingdom leadership

Weak leaders do everything well. Strong leaders see that the right things are done without necessarily doing them themselves. Weak leadership will, by default, devote much of its time to quadrant four activities, administration and organisation. These need to be done, but the leadership team should not do them. Instead, those in a ministry with the spiritual gift of administration should be tasked with carrying out administrative functions. This is the C.O. team – communication and organisation. Plateaued and dying churches will emphasise the members, the youth, and the building. All three of these are wonderful gifts that need stewardship. But they are inward-focused. If a leadership team emphasises the members, the youth, and the building, it needs to know that the ministry will eventually die.

Jesus lived with a bi-focal vision: he had the far-sightedness that looked into the harvest and was near-sighted enough to care for those following him. Most leaders, in time, become near-sighted. All they see are those things that are immediately in front of them. Such leadership is opposed to the leadership of Jesus. He told his followers that the future of his ministry is in the harvest field (see Matt 9:37-38). Too often,

near-sighted leadership has made the barn its future, leaving the harvest field untouched.

As Kingdom leaders, we learn from the King. Jesus relinquished his position, giving up his rights for us to enter his fullness. We make ministry all about Jesus and not about our agendas. As such, we become principle-centred and not agenda-driven. Blessed is the ministry for such a Kingdom-based leadership.

*Notes*

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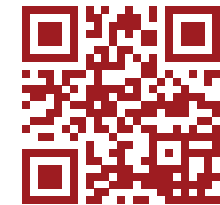


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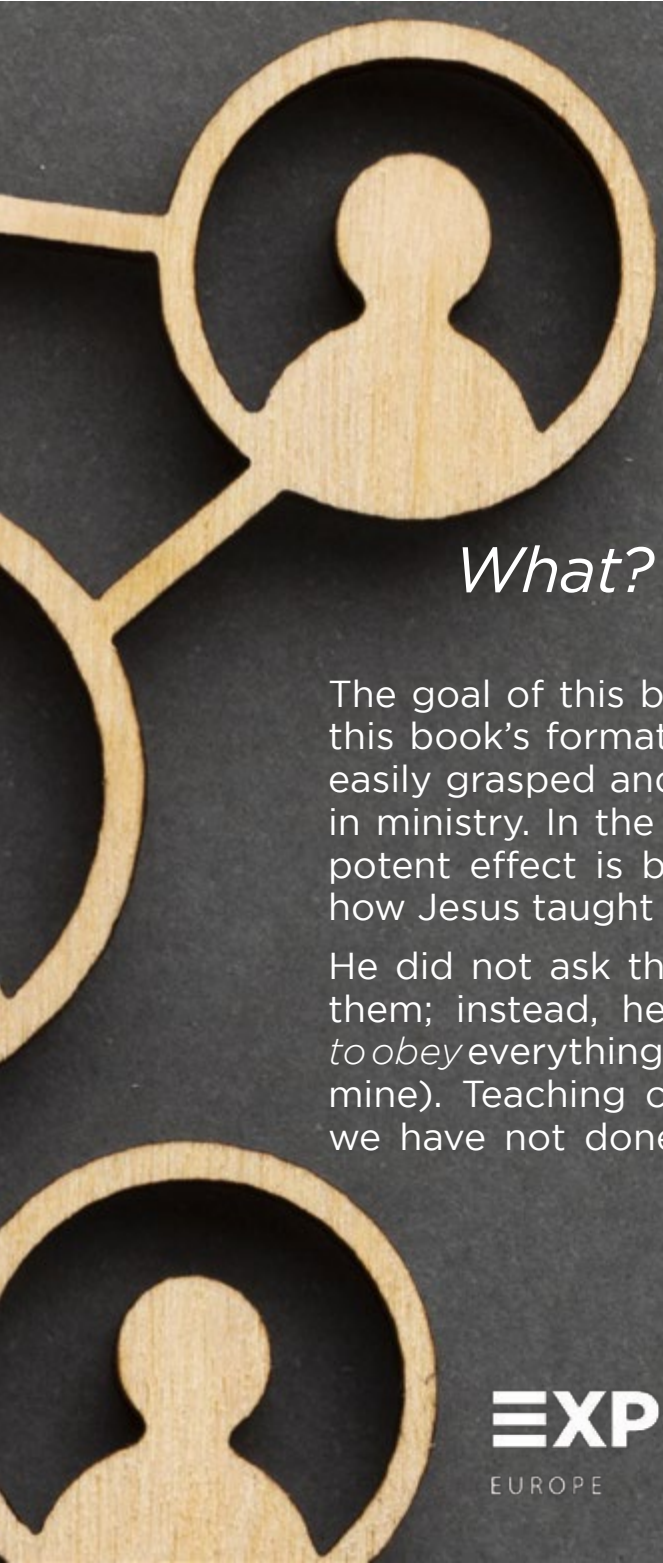
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As a Kingdom leader, you must regularly ask yourself three questions:

*What? So What? And Now What?*

The goal of this book is to answer that last question. As such this book's format is simple and practical. If concepts are not easily grasped and cannot be readily applied, they lose power in ministry. In the economy of the Kingdom of God, the most potent effect is brought about by simple application. This is how Jesus taught his apprentices.

He did not ask the disciples to teach all he had commanded them; instead, he admonished his disciples to 'Teach them *to obey* everything I have commanded you' (Matt 28:20, emphasis mine). Teaching comes alive in the application; remember, if we have not done it, we have not learned it.

**EXPONENTIAL**<sup>7</sup>  
EUROPE