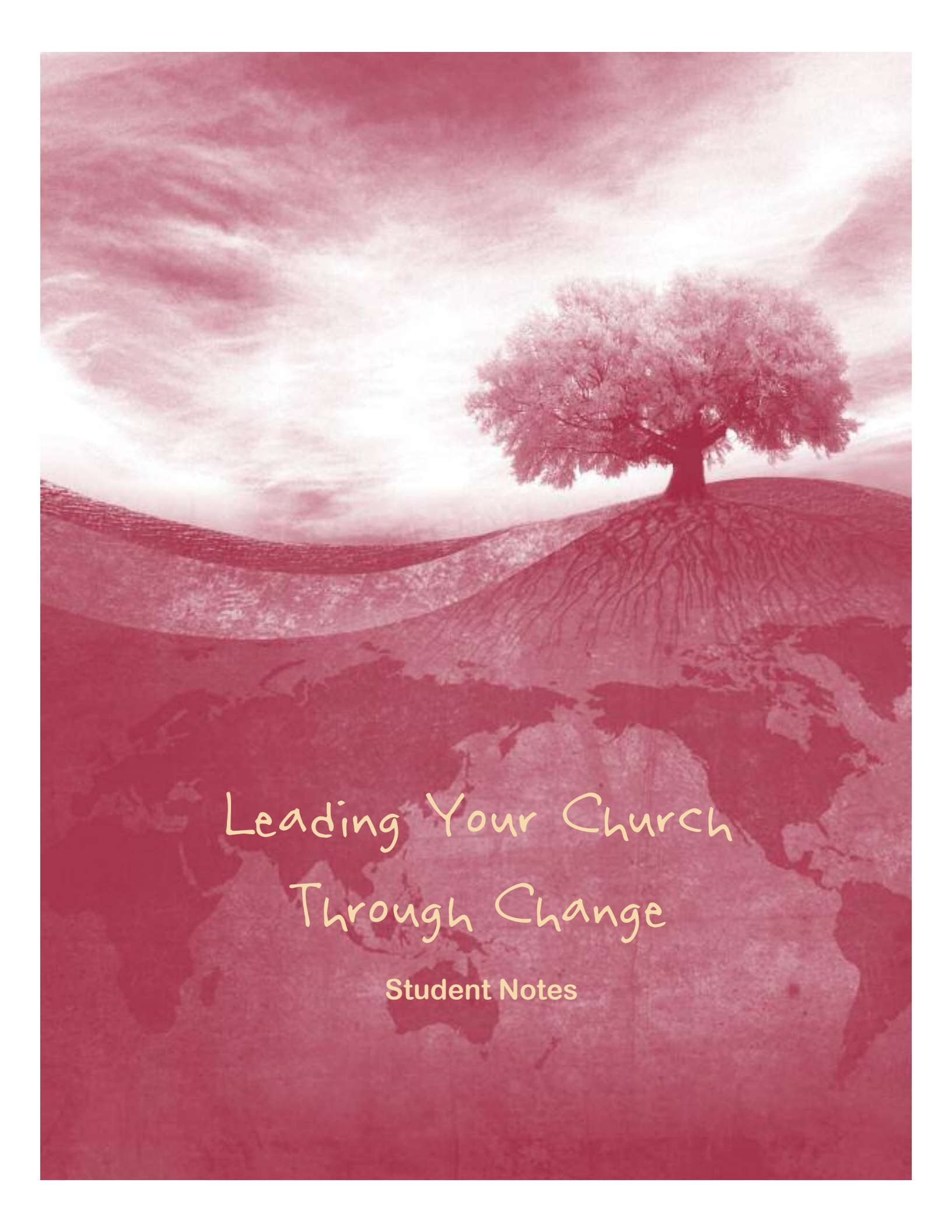


A surreal landscape with a tree on a hill whose roots are a world map. The scene is monochromatic, rendered in shades of red and pink. A large, full, glowing orb (moon or sun) hangs in a cloudy sky. The ground is a dark, textured surface with a world map pattern. A tree stands on a small hill, with its roots spreading out across the map. The text 'Leading Your Church Through Change' is written in a white, cursive font across the middle of the image.

# Leading Your Church Through Change

Student Notes

Leading Your Church through Change ( Student Notes )  
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Edition 1.0

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# SESSION 1

## LEADING YOUR CHURCH THROUGH CHANGE

### Understanding the Components of Change

#### I. YOU MUST DEVELOP AN \_\_\_\_\_ ABOUT GROWTH.

##### **Why We Must Never Stop Growing:**

- Because God's Word \_\_\_\_\_

MATTHEW 28:18-20; MARK 16:15; LUKE 24:46-48; JOHN 20:21; ACTS 1:8

- Because the needs of people \_\_\_\_\_

*"...The Lord is patient, not wanting anyone to perish, but everyone to come to repentance."*

2 PETER 3:9

*"For Christ's love compels us."*

2 CORINTHIANS 5:14

- Because church growth is \_\_\_\_\_

*"Under Christ's control, the whole body is nourished and held together by its joints and ligaments, and grows as God wants it to grow."*

COLOSSIANS 2:19 (GN)

##### **Current Criticisms of Church Growth:**

- "God isn't interested in numbers."
- "The church should focus on quality, not quantity."
- "Large churches are shallow and lack commitment."

**Fact:** There is no correlation between the \_\_\_\_\_  
and \_\_\_\_\_ of a church.

**For additional help:** Leadership Lifter Tape #L014 - ("Why I Believe in Church Growth")

## II. DECIDE IF THE CHURCH \_\_\_\_\_

*Aspects to consider:*

- ❖ \_\_\_\_\_
  - Is this church in the right place for growth?
  - Is this church worth changing?
  - Does it need to die and be reborn somewhere else?
  - Is there a more receptive area? (Matthew 10:14)
  - Could I be more effective somewhere else?
  - What is the realistic potential even if the church is renewed?
  
- ❖ \_\_\_\_\_
  - Am I the right person to lead this change?
  - Is this the kind of church I should be pastoring?
  - Do I match the congregation? Do I match the community?
  - Is the existing leadership likely to support me in change?
  - (If they stay, can the church grow?)
  
- ❖ \_\_\_\_\_
  - Am I willing to give the rest of my life to this church?

## III. MAKE A PUBLIC COMMITMENT TO \_\_\_\_\_.

*Law of Leadership:* Change takes \_\_\_\_\_

*The longer a church has been plateaued,*

*the longer it will take to \_\_\_\_\_*

*The only times you can move quickly:*

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### IV. BEGIN \_\_\_\_\_.

- Have a biblical basis for everything
- Condense your strategy into an acrostic
- Create discontent with the status quo by showing the benefits of growth
- Appeal to the best in people
- Build morale – We CAN do this for God's glory
- Create a sense of destiny

#### V. EXPOSE YOUR KEY LEADERS TO \_\_\_\_\_

**Note:** This is the fastest way to create change.

*“You became imitators of us...and so you became a model to all believers in Macedonia and Achaia.”*

1 THESSALONIANS 1:6-7

**Realize “Education is Alienation.”**

**Big Mistake:** To go home and try to institute new ideas by simply telling them.

**Use tapes...books...Church visits.**

#### VI. BUILD ON YOUR \_\_\_\_\_

**NOT YOUR \_\_\_\_\_.**

The secret is to do better \_\_\_\_\_

Don't begin with your problems, begin with \_\_\_\_\_

## VII. BE \_\_\_\_\_ IN INTRODUCING CHANGE.

- Choose your battles strategically
- Focus on the most important and easiest things to change
- Compromise on non-essentials
- Be a proponent of the new, not an opponent of the old!
- Respect and enlist support from the “legitimizers” in your church
- Call every change “an experiment”
- Know how many “CREDITS” a change will cost and how many “CREDITS” you have to spend!

**Credit** is the amount of **TRUST** people place in your leadership

### ***Three Things That Build Trust:***

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

## VIII. DON'T TAKE CRITICISM \_\_\_\_\_

### ***There are three common criticisms:***

1. The Care Issue.

2. The Control Issue.

Growth upsets the balance of power between old-timers and new-comers.

3. The Comfort Issue.

We must be willing to minister outside our comfort zones.

***The real issue:*** Selfishness

IX. YOU MUST BE WILLING TO \_\_\_\_\_ THE CHURCH.

X. \_\_\_\_\_ AND \_\_\_\_\_ FOR THE CHANGES THEY DO AGREE TO MAKE.

***Be grateful for minor changes!***

Focus on \_\_\_\_\_, not \_\_\_\_\_!

*“An intelligent person aims at wise action, but a fool starts off in many directions.”*

PROVERBS 17:24 (GN)



## SESSION 2

# THE POWER OF CLASS

### Moving People into God's Purposes

*"I planted the seed, Apollos watered it, but God made it grow. So neither he who plants nor he who waters is anything, but only God, who makes things grow."*

1 CORINTHIANS 3:6-7 (NIV)

*"Under Christ's control the whole body is nourished and held together by its joints and ligaments, and it grows as God wants it to grow."*

COLOSSIANS 2:19 (TEV)

**Assimilation:** Helping people make commitments that will change their lives.

### HOW DO WE HELP PEOPLE TO BEGIN TO MAKE THESE STEPS?

#### I. CREATE THE RIGHT CLIMATE FOR ASSIMILATION.

**We are not responsible for \_\_\_\_\_ growth in people's lives.**

**We are responsible for providing the right \_\_\_\_\_ for growth.**

1. Understand your \_\_\_\_\_ of commitment.

*"As he was scattering the seed, some fell along the path, and the birds came and ate it up. Some fell on rocky places, where it did not have much soil. It sprang up quickly, because the soil was shallow. But when the sun came up, the plants were scorched, and they withered because they had no root. Other seed fell among thorns, which grew up and choked the plants. Still other seed fell on good soil, where it produced a crop – a hundred, sixty or thirty times what was sown. He who has ears, let him hear."*

MATTHEW 13:4-9 (NIV)

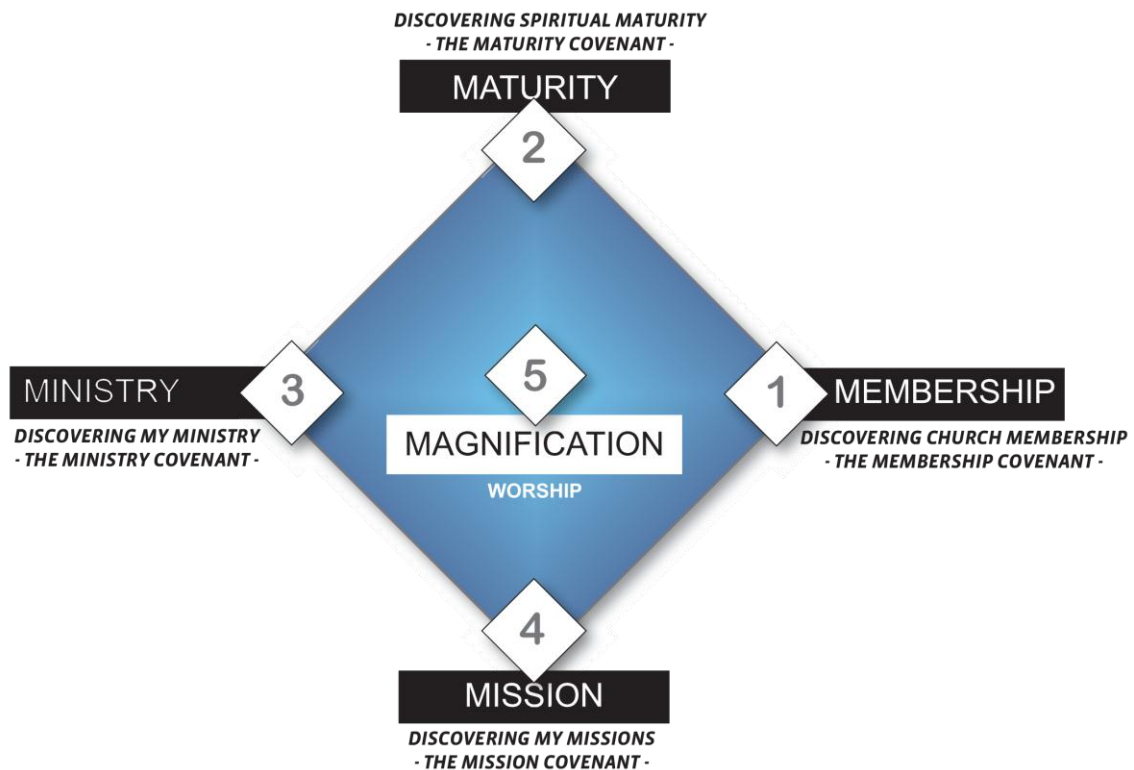
**Ask three questions:**

- i. What does the word commitment mean to people?
- ii. What are people committing themselves to?
- iii. What are people NOT committing themselves to?

2. Give people a \_\_\_\_\_ of commitment.

**A picture that moves people towards commitment is:**

- \_\_\_\_\_ – Creating a desire to move to the next step.
- \_\_\_\_\_ – Showing people exactly what to do next.
- \_\_\_\_\_ – Giving people a challenge from God.
- \_\_\_\_\_ – Helping people to grow one step at a time.



3. Give people \_\_\_\_\_ of commitment.

4. Give people a \_\_\_\_\_ to make commitments.

***What's so valuable about a specific place to make commitments?***

- i. It declares the \_\_\_\_\_ of that commitment.
- ii. It helps people to \_\_\_\_\_ their commitments.
- iii. People feel the support and encouragement of \_\_\_\_\_ making the same commitment.

***CLASS 101, 201, 301 and 401 are places to make commitments.***

***The opportunity for commitment is strengthened by:***

- Having them at the \_\_\_\_\_ if possible.
- Having them as \_\_\_\_\_ as possible.
- Doing them in \_\_\_\_\_ seminar.
- Asking a lay person to teach all or part of the class.
- Closing the class with a time of \_\_\_\_\_

**II. HELP PEOPLE TO TAKE \_\_\_\_\_**

*So here's what I think: The best thing you can do right now is to finish what you started last year and not let those good intentions grow stale. Your heart's been in the right place all along. You've got what it takes to finish it up, so go to it. Once the commitment is clear, you do what you can, not what you can't.*

2 CORINTHIANS 8:10 (MSG)

***Growth and change happen when: Personal Conviction meets Practical Encouragement***

*"An object at rest tends to stay at rest unless acted upon by external forces."*

**Newton's third law**

**20 practical ideas for encouraging the next step:**

1. Use letters and e-mails

**What does the New Testament have to say about using letters?**

**1<sup>ST</sup> TIME VISITOR LETTER**

Dear «Nick\_Name»,

*It was great to have you be a part of our service last weekend. I hope you enjoyed it and felt welcomed. I only wish I had been able to personally spend time with you, and get to know you.*

*We want to help you in any way we can. We believe every person is important. As you looked around, you probably noticed that our church family is made up of people just like yourself. I hope you sensed the warmth and acceptance of those around you. We're glad you chose to attend Saddleback.*

*Thanks again for attending our church. I hope you'll continue to join us each week. We want you to feel like a part of our family. I'm looking forward to seeing you again this weekend.*

Warmly,  
Pastor Rick

*P.S. Would you do me a favor? We're always trying to improve our worship services. I'd like your candid first impressions (good and bad) of our church. Just mail back the enclosed response card with your views. You don't need to sign your name. The card is postpaid so you don't need to put a stamp on it. Just drop it in the mail. Thanks!*

**2<sup>ND</sup> TIME VISITOR LETTER**

Dear «Nick\_Name»,

*It was great to see you again in the service last weekend. We are always happy to see new friends return after their first visit.*

*If you have any questions, or if one of our pastors can assist you in any way, feel free to call our church office. We're excited about your interest in our church family.*

*Thanks again for coming back! We want you to feel welcome anytime. I hope you can be with us again this weekend.*

Warmly,  
Pastor Rick

*P.S. Did you know we have a number of information tables on the patio after each service where you can learn about the many programs and events our church offers?*

### 3<sup>RD</sup> TIME VISITOR LETTER

Dear «Nick\_Name»,

*Just a note to let you know how pleased we are that you are continuing to worship with us. I hope by now you are feeling comfortable and at home with us, and will consider yourself as a part of our church family. We want you to belong.*

*I'm writing to let you know about our Class 101: Introduction to Our Church Family. Since we have people attending our church from every type of church background, we have established an on-going class which provides basic information about our church.*

*You don't have to become a member to attend this class -- it's just for your information. In part of the class we will explain all about what we believe, how we operate, and a little of the background on our church. In the other half of the class we will answer any questions you may have, and share information on our church's future plans and how you may become a member. Please watch the bulletin for the date, time and location of the next membership class. Check our web site ([www.saddleback.com](http://www.saddleback.com)) or call the church office (949 609-8000) to make reservations if you plan to attend.*

*Again, we want you to know that you are welcome at Saddleback. If any of our pastors can help you in any way, just let us know.*

Warmly,  
Pastor Rick

### INVITATION TO 201 LETTER

Dear Member of the Saddleback Family,

*I want to give you a special invitation to attend CLASS 201 on Sunday, May 19th (3pm-7pm), in Room Tent 3. It's not too late to sign up! Just let us know on your registration card this Sunday that you'll be coming... or you can call the church office at 949-609-8000 and let us know if that would be easier.*

*Since you've just completed CLASS 101 with Pastor Rick, now is the perfect time to move ahead. I know that you'll really enjoy the teaching about how to grow closer to God that you'll get in this class. The objective of 201 is to help you to develop the basic habits of maturity in the Christian life.*

*How do you know if you're ready to attend this class? Class 201 is for those who have made a commitment to join the Saddleback family and who want to grow as a believer. A few comments from those who have taken the class recently might help you to see what this seminar can mean for your personal growth...*

*"The reward of taking this class is a closer commitment to God."*

*"I have grown up in the church, and have never been taught these important, foundational things."*

*"Every Christian needs this info to grow..."*

*"Good, basic materials in an easy to follow and understand format."*

*We'll be looking at the Bible truths you need for everyday living; how to talk to God in a refreshing, conversational way; how to develop relationships with other believers for support and encouragement -.and much more. I don't want this to sound like a "sales" letter - I simply want to give you the best encouragement that I can from myself and others to join us for 201! As with CLASS 101, we'll provide the meal and childcare for your children. Please bring a sack dinner for your kids. Hope to see you there!*

In His Joy,  
Pastor Lance

2. Put a place to commit to the next class on your \_\_\_\_\_
3. Make a commitment to the next class a part of your \_\_\_\_\_
4. Make the classes a part of every testimony.
5. Ask people to \_\_\_\_\_ what classes they've taken.
  - In conversations
  - On sign-up forms for small groups
  - Through a show of hands in larger groups
6. Develop a brochure series on the \_\_\_\_\_ of each class.
7. Have a "Pastor's Chat" in a pastors home.
8. Provide a Welcome Center at the church.
9. Use every event to encourage people into \_\_\_\_\_
10. Offer a "101 – 401 Update" for those already in your church.
11. Take advantage of motivating opportunities.

***Motivating opportunities include:***

  - Special days in the life of the church (anniversaries, moving into a new building)
  - Significant calendar dates (a new millennium, a new decade)
  - A Yearly Emphasis (Fall or Spring Focus).
12. \_\_\_\_\_ each step of commitment.
13. Give an opportunity at the end of each class to sign up for the next class.

14. Encourage those who have just made a commitment to call those who need to make the same commitment.

*Take 5 minutes sometime during the next two weeks to give the person listed below a call. They are someone who just finished taking 101 tonight and have been told to expect your call. Your call will do three things: Welcome them into the church, remind them that although we are a large church we care about each person, and encourage them to join us for 201 this next month.*

***Here is a suggested script for you to use in your phone call...***

*"Hi, my name is \_\_\_\_\_, I'm also a member at Saddleback Church. I was in class 201 while you were in class 101 this last month. You remember writing your name and phone number down on a 3 x 5 card... I was given your name to call at the end of my class.*

*I want to welcome you into our church family! I hope that you enjoyed Class 101 and that the class answered some of your questions and gave you a vision for where the church is headed.*

*I also want to encourage you to come to CLASS 201 this next month. You don't have to get to a certain level of spiritual maturity before coming to 201. All you really need is a desire to grow in Christ. In the class we talk about the steps that any believer can take to begin a life of growth in Jesus. (Please say a word or two about what the class meant to you at this point.)*

15. Have a \_\_\_\_\_ of commitments...with an encouragement to move on.
16. Allow "\_\_\_\_\_ Commitments" – encourage those involved in ministry to finish the steps.
17. Provide lots of "entry level ministries."
18. Have people complete their shape interview during the 301 class.
19. Have people come to CLASS together as a small group.
20. Provide childcare and a meal.

### ***Four Questions About Assimilation You Will Need to Address***

1. How do you know when people are ready to move onto the next commitment?

***Basic principle:*** When they have begun to fulfill the previous commitment.

- *Commitment to church membership before 201.*
- **Start** giving, a quiet time and involvement in a small group before 301.
- Have a ministry interview before getting involved in a ministry and 401.

2. How do we hold people accountable to these commitments?

***Three types of accountability:***

- \_\_\_\_\_ accountability
- \_\_\_\_\_ accountability
- \_\_\_\_\_ accountability

3. How many events and meetings do people have to attend to be spiritually healthy?

4. How do we make sure people are becoming disciples and not just taking classes?

- Make the classes a place to make \_\_\_\_\_  
and not just receive \_\_\_\_\_.
- Give people a place to develop and grow in the commitments they have made.

### III. BALANCE YOUR ASSIMILATION PROCESS AND YOUR DEVELOPMENTAL PROCESS.

**Assimilation:** Helping people move to the next step of commitment

**Development:** Growth at each level of commitment

**Assimilation:** 3,000 saved on the day of Pentecost

**Development:** They met day after day to study the Apostles' teachings

**Assimilation:**

*In Ephesus: Paul entered the synagogue and spoke boldly there for three months, arguing persuasively about the kingdom of God.*

ACTS 19:8 (NIV)

**Development:**

*In Ephesus: (Paul) took the disciples with him and had discussions daily in the lecture hall of Tyrannus. This went on for two years, so that all the Jews and Greeks who lived in the province of Asia heard the word of the Lord.*

ACTS 19:9-10 (NIV)

**Assimilation:** Come, follow me and I will make you fishers of men.

**Development:** If anyone would come after me, He must take up His cross daily...

#### ***Lessons on balancing assimilation and development:***

- Assimilation can happen \_\_\_\_\_, development takes \_\_\_\_\_
- Assimilation works well in \_\_\_\_\_ groups,  
development in \_\_\_\_\_ groups.
- Assimilation comes before development.
- Assimilation is lost without development.
- Our natural drift is towards \_\_\_\_\_
- The balance is \_\_\_\_\_!

| CLASS 101-401 for assimilation                   |                                                                                                                                                                                                                         | SMALL GROUPS for development                                            |                                                                                                                       |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Commit to join the church in<br><b>CLASS 101</b> | Encourage people to 101 with:<br><ul style="list-style-type: none"> <li>• 101 Update</li> <li>• Visitor Letters</li> <li>• Weekend Announcements</li> <li>• Pastor's Chat</li> <li>• Welcome Center</li> </ul>          | At 1 <sup>st</sup> base...<br><br>Developing those in the congregation  | Build relationships in my small group<br><br>Care for one another in our small group                                  |
| Commit to grow in Christ in<br><b>CLASS 201</b>  | Encourage people to 201 with:<br><ul style="list-style-type: none"> <li>• Sign-up at end of 101</li> <li>• Letters</li> <li>• Phone Calls</li> <li>• 201 Update</li> </ul>                                              | At 2 <sup>nd</sup> Base...<br><br>Developing those in the committed     | Study the Bible in my small group<br><br>Be accountable to habits of growth in my group                               |
| Commit to ministry in<br><b>CLASS 301</b>        | Encourage people to 301 with:<br><ul style="list-style-type: none"> <li>• Sign-up at end of 201</li> <li>• Letters</li> <li>• 301 Update</li> <li>• "Backdoor" Commitments</li> <li>• Entry Level Ministries</li> </ul> | At 3 <sup>rd</sup> base...<br><br>Developing those in the core          | Take a ministry role in my small group or in the church<br><br>Meet a ministry need in the church together as a group |
| Commit to my life mission in<br><b>CLASS 401</b> | Encourage people to 401 with:<br><ul style="list-style-type: none"> <li>• Sign-up at end of 301</li> <li>• Letters</li> <li>• Part of mission trip training</li> </ul>                                                  | At 4 <sup>th</sup> base...<br><br>Developing those going out in mission | Train to share my faith in or with my group<br><br>Do a mission project or trip with my small group                   |

## SESSION 3

# STRUCTURING ON PURPOSE

*“You can’t pour new wine in old wineskins.”*

LUKE 5:37

*“When a thing grows weak and out of date it is obviously soon going to disappear.”*

HEBREWS 8:13

### **THREE SYMPTOMS OF INADEQUATE ORGANIZATIONAL STRUCTURE:**

1. \_\_\_\_\_ (going nowhere)

**Structure doesn’t \_\_\_\_\_ growth,  
but it does control the \_\_\_\_\_ and \_\_\_\_\_ of growth.**

2. \_\_\_\_\_ (fighting over decisions)
3. \_\_\_\_\_ (low morale)

### **FOUR PHASES OF RENEWAL**

1. \_\_\_\_\_ – God becomes real to you
2. \_\_\_\_\_ – The fellowship warms up (sense of the body)
3. \_\_\_\_\_ – Capture a vision of the purposes of the church
4. \_\_\_\_\_ – Organizational change

For your church to keep growing...the structure must \_\_\_\_\_

The ONLY purpose of restructuring is to \_\_\_\_\_

## **THE TEN MOST COMMON BARRIERS TO GROWTH**

*What is keeping our church from growing?*

|                                                       |                           |
|-------------------------------------------------------|---------------------------|
| 1. MEMBERS WON'T BRING FRIENDS TO CHURCH              | SEEKER SENSITIVE SERVICES |
| 2. PEOPLE FEAR GROWTH WILL RUIN THE FELLOWSHIP        | AFFINITY GROUPS           |
| 3. BEING DRIVEN BY TRADITION                          | DRIVEN BY PURPOSE         |
| 4. TRYING TO APPEAL TO EVERYBODY                      | DEFINED TARGET            |
| 5. PROGRAMS – ORIENTED RATHER THAN PROCESS – ORIENTED | LIFE DEVELOPMENT PROCESS  |
| 6. FOCUSING ON MEETINGS RATHER THAN MINISTRY          | EVERY MEMBER A MINISTER   |
| 7. TEACHING WITHOUT APPLICATION                       | BEHAVIORAL PREACHING      |
| 8. PEOPLE DON'T TRUST THEIR LEADERS                   | AUTHENTIC LEADERSHIP      |
| 9. LEGALISM                                           | CLIMATE OF ACCEPTANCE     |
| 10. STRUCTURED FOR CONTROL RATHER THAN GROWTH         | KEEP THE STRUCTURE SIMPLE |

*“The Pharisees asked, ‘Why do your disciples break the tradition of the elders?’ Jesus replied, ‘And why do you break the command of God for the sake of your tradition?’”*

## **NINE ESSENTIALS FOR STRUCTURING ON PURPOSE**

1. You must change the primary role of the Pastor from MINISTER to LEADER.

***You grow a church to 300 with \_\_\_\_\_ skills,***  
***BUT***  
***You grow a church beyond 300 with \_\_\_\_\_ skills***

### ***Essential Leadership Skills You Must Develop***

- The ability to \_\_\_\_\_

### ***Some Suggested Ways To Communicate And Reinforce Your Vision***

- i. When speaking, use presentation tools that will make it easy for your people to remember what you have said. Encourage them to take notes. Use memory tools such as acrostics or thematic words that are easy to recall. Pastor Rick's messages are filled with examples. Example in Worship: "You were planned for God's pleasure."
- ii. Develop slogans that are catchy and easy to remember. These can rhyme or have a rhythm to them that would translate them easily into simple songs. Slogans are less than a sentence in length; – 3-7 words are best. Example: "It's not about you."
- iii. Print your slogans and themes on your bulletins. Then, every time someone picks up your church's literature they are learning and remembering the vision that you are developing.
- iv. Use a logo or a picture to illustrate your vision. EXAMPLE: The Five Circles and the Diamond are all you need to remember and reinforce the Purposes of God and how they operate in the local church.
- v. Banners can be made to bring beauty to your sanctuary that includes the Vision you are promoting. In our church, we have also utilized window art to remind our people each time they look out the windows. Posters can be made and placed in busy areas of the church that have a lot of foot traffic. EXAMPLE: doorways, hallways, bathrooms and exits.
- vi. If there is someone in your church who can write a song that the congregation can sing together that can become a powerful memory tool and a group exercise in celebrating the congregational vision together.
- vii. Videos, dramatic presentations and the use of the multimedia presentations on the computer can also help us to develop and keep the vision out in front of people all the time.

- The ability to \_\_\_\_\_.
- The ability to \_\_\_\_\_.
- The ability to \_\_\_\_\_.

### ***Understanding Why People Give***

- People give when they trust their leaders.

*“The sheep listen to the shepherd’s voice. He calls his own sheep by name and leads them out. He goes on ahead of them and his sheep follow him because they know his voice but they will never follow a stranger, In fact, they will run from him. The good shepherd lays down his life for the sheep. The hired hand is not the shepherd.”*

JOHN 10: 1-11

- People give to vision and not to need.

*“Where there is no vision the people perish.”*

PROVERBS 29:18 (KJV)

### ***Four essential components that you must communicate when developing a vision:***

- The purpose: What are we doing this?
- The need: Why now?
- The possibility: How is it possible? What are we capable of?
- The benefits: What will be the result of doing what we do?

- People give when they catch the vision.

- People give because it feels good to give.

- People give when they are inspired by models.

*“Remember your leaders and imitate their faith.”*

HEBREWS 13:7

*“Follow my example as I follow the example of Christ.”*

1 CORINTHIANS 11:1

vi. People give when they are involved.

*“I thank God because of your partnership in the Gospel.”*

PHILIPPIANS 1:5

vii. People give when you ask them to give.

*“You have not because you ask not.”*

JAMES 4:2

viii. People give when you make it possible for them to give.

*“You have not because you ask not.”*

JAMES 4:2

ix. People give when their gifts are appreciated

- The ability to \_\_\_\_\_.

#### **Fact**

- All leaders are \_\_\_\_\_
- The moment you stop learning you stop \_\_\_\_\_
- Growing churches require \_\_\_\_\_
- Staff policy: The more you \_\_\_\_\_ the more you \_\_\_\_\_

#### **How?**

- Books and Seminars
- Leadership Lifter Tapes from S.A.L.T.

*You can find these resources from [www.saddlebackresources.com](http://www.saddlebackresources.com)*

2. You must organize around \_\_\_\_\_.

***Advantages of a simple, “shape” – based structure***

- i. It focuses the church on \_\_\_\_\_
- ii. It makes better use of \_\_\_\_\_
- iii. It builds \_\_\_\_\_
- iv. It allows for \_\_\_\_\_
- v. It promotes \_\_\_\_\_
- vi. It allows more efficient \_\_\_\_\_
- vii. A simple structure is more \_\_\_\_\_

***Why You Shouldn't Vote On or Elect Ministry Positions***

- i. Some people will never \_\_\_\_\_
- ii. New ministries often need \_\_\_\_\_
- iii. New members can get involved \_\_\_\_\_
- iv. You avoid attracting people who are \_\_\_\_\_
- v. If they fail, it makes removal \_\_\_\_\_
- vi. You can respond more quickly to \_\_\_\_\_

3. You must \_\_\_\_\_ according to your purposes and priorities.

### **Sample Budget Plan**

*( An example based on the five circles and the needs of the people who inhabit those circles )*

#### **Community:**

- How much do we need to spend on “good works” to capture the attention of our community and entice them to come to church?
- What activities and projects will we seek to accomplish and how much will they cost?
- Is there a need for brochures and other forms of publicity? What will this cost?

#### **Crowd:**

- How much money will we need to invest to make people feel welcomed and happy to be in our church?
- What do we need to spend on upkeep and improvements to the building? What about snacks and treats?
- How much do we need to spend in printing and mailings of brochures that explain the church family?

#### **Congregation:**

- What will we spend on special holiday celebrations and get-togethers this year?
- How about the costs that surround worship, baptisms and even the Lord's Table?
- Is there any event that must take place that needs money?

#### **Committed:**

- What investments do we need to make in the lives of our spiritual maturing members?
- How can we provide tools for Bible study?
- What expenses are associated with our Bible study events: food, coffee, paper, notes, overheads, recordings, and media? Can we provide these items at cost or should they be given free?

#### **Core:**

- What will it cost to recruit and encourage people to join ministry?
- How much will I need to invest in training and ongoing education for those in ministry?
- What will I need to provide to my people in terms of tools and resources to help them succeed? What is the right amount to spend on thanking our ministers and awarding them for their services?

#### **Commissioned:**

- How much money will we need to reach out into our community?
- What evangelistic tools will we need to be successful?
- If we send a missionary overseas, what will it take? What would a missionary family need to stay out in the field?

***How a purpose driven budget is developed.***

- i. Each Lay Ministry submits their budget requests to the Purpose Team that oversees that particular ministry.
- ii. Each Team Pastor prepares a proposed Team Budget with help from accounting and operations.
- iii. The Pastor of Operations prepares a rough draft budget combining all the team budgets.
- iv. The Pastor's Management Team (PMT) reviews and revises the first draft budget in light of priorities, expected growth, and income.
- v. Elected Trustees set PMT salaries.
- vi. Recommended budget is printed and distributed to anyone who wants a copy (members and non-members) ten days in advance of approval.
- vii. The budget is presented after a midweek service and voted on only by members using a ballot.

4. You must add \_\_\_\_\_.

***What?*** Generalists, then specialists.

***When?*** As soon as you can!

***Which first?*** Depends on your philosophy and gifts.

***The values of staffing by purpose are***

- i. Purpose-based teams can work together to get the job done.
- ii. It lowers competition as a motivation.
- iii. It gives visibility to each purpose of the church.
- iv. Keeps the focus on unchanging purposes rather than ever-changing programs.

5. You must offer \_\_\_\_\_

***Why?***

***When?***

6. You must create \_\_\_\_\_ for assimilation.

*Seminar and Workshop tapes on Small Groups available.*

7. You must intentionally break through attendance barriers with \_\_\_\_\_

- Crowds attract crowds!
- The best way to break through the 200-300 barrier is \_\_\_\_\_

**For additional Help:** Pyramiding growth through Big Days

8. You must provide \_\_\_\_\_ and \_\_\_\_\_.

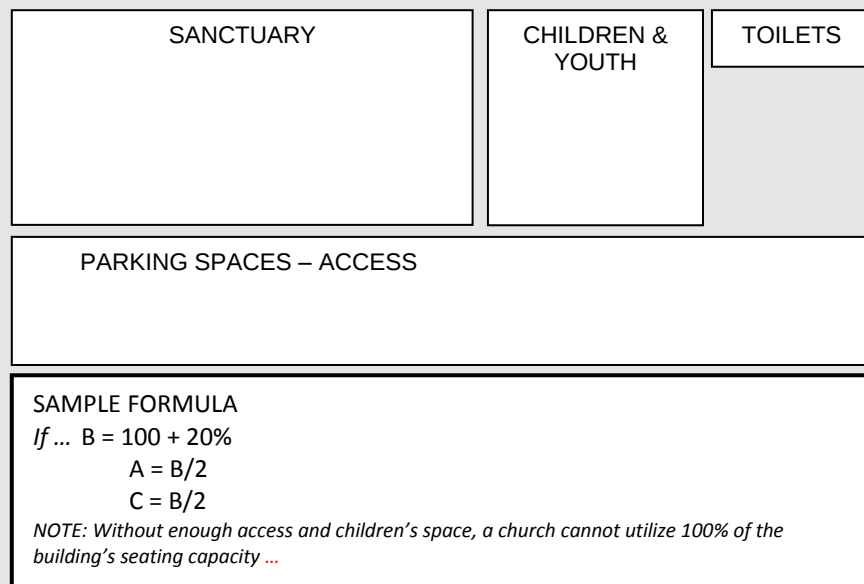
- Discover the car to seat ratio in each of your services.

**AN EXAMPLE ON UNDERSTANDING THE RATIOS  
NECESSARY TO PREDICT MAXIMIZING CHURCH SIZE**

- A =** Access (parking, walkways, bus access, roads, etc.)  
**B =** Building (sanctuary or worship center)  
**C =** Children's facilities (nursery, toddler, primary grades, junior high, high school, etc.)  
**D =** toilets (men, women's and children's restrooms)

**Formula:** *seats in sanctuary + people access + ministry to children  
(when in balance) = maximum utilization of seating capacity*

**Example:** *If the building seats 200, you will need 100 spots for kids, and 100 parking spaces, with bathrooms that can accommodate 2 men or 4 women at a time. The women's restrooms should be 5 times as luxurious as the men.*



- Most churches build \_\_\_\_\_ and \_\_\_\_\_.

*The shoe must never begin to tell the foot how big it can get.*

9. You must continually \_\_\_\_\_ your progress.

***If the goal is church health: we need a tool that not only measures church growth, but diagnoses church health.***

### ***Three Questions To Ask Yourself***

- What are \_\_\_\_\_ things we need to know?

#### ***At Saddleback we want to know about:***

- The number of first time guests in our weekend service.
- Commitments at our three Base classes.
- Leadership recruitment and development.
- The size and strength of our small groups.
- Giving to the Lord.

- To what do we \_\_\_\_\_ a number to make it meaningful?

***Last year at this time?***

***Last year's total?***

***A pattern over several years?***

***A percentage of some other number?***

- What is our definition of \_\_\_\_\_

- How many in our community would we like to see in our crowd?
- How many in our crowd are making commitments to Christ?
- How many of our members are involved in some type of small group?

- How many of those who've made a commitment to maturity are involved in a group that will encourage their growth?

***Examples:***

- What percentage of those taking 101 are taking 201?
- How many first time visitors have we had this year as compared to last year?
- What percentage of our members would we like to see in small groups?



SESSION 4

## AUTHENTIC LEADERSHIP

### The Type of Leader God Uses

*“Remember your leaders, who spoke the word of God to you. Consider the outcome of their way of life and imitate their faith.”*

HEBREWS 13:7

***The common denominator of all growing churches:***

Leadership that is \_\_\_\_\_

## FOUR WAYS THE “FAITH FACTOR” IS SEEN IN LEADERSHIP

### I. GOD USES THE PERSON WHO \_\_\_\_\_

Nothing happens until someone: \_\_\_\_\_

A church never outgrows: \_\_\_\_\_

You cannot delegate: \_\_\_\_\_

Goals Are: \_\_\_\_\_

*“If your goals are good, you will be respected.”*

PROVERBS 11:27 (GN); ISAIAH 54:2-3

**Ask:** What would I attempt for God if: \_\_\_\_\_

*“God... is able to do far more than we would ever dare to ask or even dream of infinitely beyond our highest prayers, desires, thoughts, or hopes!”*

EPHESIANS 3:20 (LB)

***Two common mistakes we make in goal setting:***

- We set them: \_\_\_\_\_
- We try to reach them: \_\_\_\_\_

*Overestimate – 1 year      Underestimate - 10 years*

***What to consider when setting growth goals:***

1. How \_\_\_\_\_ do I intend to \_\_\_\_\_
2. How many people \_\_\_\_\_
3. What are \_\_\_\_\_

***Three Parts To Getting God's Vision:***

1. First, God shows you \_\_\_\_\_
2. Next, God shows you \_\_\_\_\_
3. Then, God shows you \_\_\_\_\_

***Stop praying: Lord bless \_\_\_\_\_***

***Instead pray: Help me to do \_\_\_\_\_***

**II. GOD USES THE PERSON WHO IS \_\_\_\_\_**

*"They risked their lives for the name of our Lord Jesus Christ."*

ACTS 15:26 (NIV)

Matthew 25 – "Unfaithful" means \_\_\_\_\_

**Three Approaches to Ministry:**

1. Risktaker
2. Caretaker
3. Undertaker

**Satan's greatest tool against pastors:** \_\_\_\_\_

**Two Ways to Eliminate It**

1. \_\_\_\_\_
2. \_\_\_\_\_

*"Each man should test his own actions. Then he can take pride in himself without comparing himself to someone else."*

GALATIANS 6:4

Goals should be based on what we believe \_\_\_\_\_  
not what we think we can do.

You really haven't believed God until you've \_\_\_\_\_  
\_\_\_\_\_

**III. GOD USES THE PERSON WHO** \_\_\_\_\_

**The difference between success and failure:** \_\_\_\_\_

*"According to your faith it will be done to you."*

MATTHEW 9:2

Never let an impossible situation intimidate you.

Let it: \_\_\_\_\_.

Satan's favorite words: \_\_\_\_\_

Today's impossible problem is: \_\_\_\_\_

Expect people to help you!

Big thinking: \_\_\_\_\_

#### IV. GOD USES THE PERSON WHO \_\_\_\_\_.

*"No man having put his hand to the plow and looking back is fit for the kingdom of God."*

LUKE 9:62 (KJV)

Great people are just ordinary people who \_\_\_\_\_

- You are never a failure until: \_\_\_\_\_
- It's always too soon to: \_\_\_\_\_

*"Though a righteous man falls seven times, he rises again!"*

PROVERBS 24:16

#### ***How Do Humility and Big Goals Go Together?***

1. You'll be \_\_\_\_\_.
2. You will have problems that are solvable only through \_\_\_\_\_
3. You'll make \_\_\_\_\_
4. The dream will be so big, you're bound to fail unless \_\_\_\_\_
5. Others will take credit for your work.

### ***The Issue of Confidence***

*Everything God does in us, for us, and through us, He does **by grace through faith**.*

SEE EPHESIANS 2:8-9; COLOSSIANS 2:6

**Grace:** \_\_\_\_\_  
\_\_\_\_\_

**FAITH:** What are you expecting God to do in your ministry?

The one thing we do have control over: \_\_\_\_\_

*“The eyes of the Lord run to and fro throughout the earth, to show himself strong in the behalf of those whose heart is perfect toward Him.”*

2 CHRONICLES 16:9

*“For after David had served God’s purpose in his generation, he died.”*

ACTS 13:36

## **PERSONAL APPLICATION WORK SHEET**

1. What would you attempt for God if you had the resources and you knew you couldn't fail?

2. What would be the first steps you would take to reach that goal?

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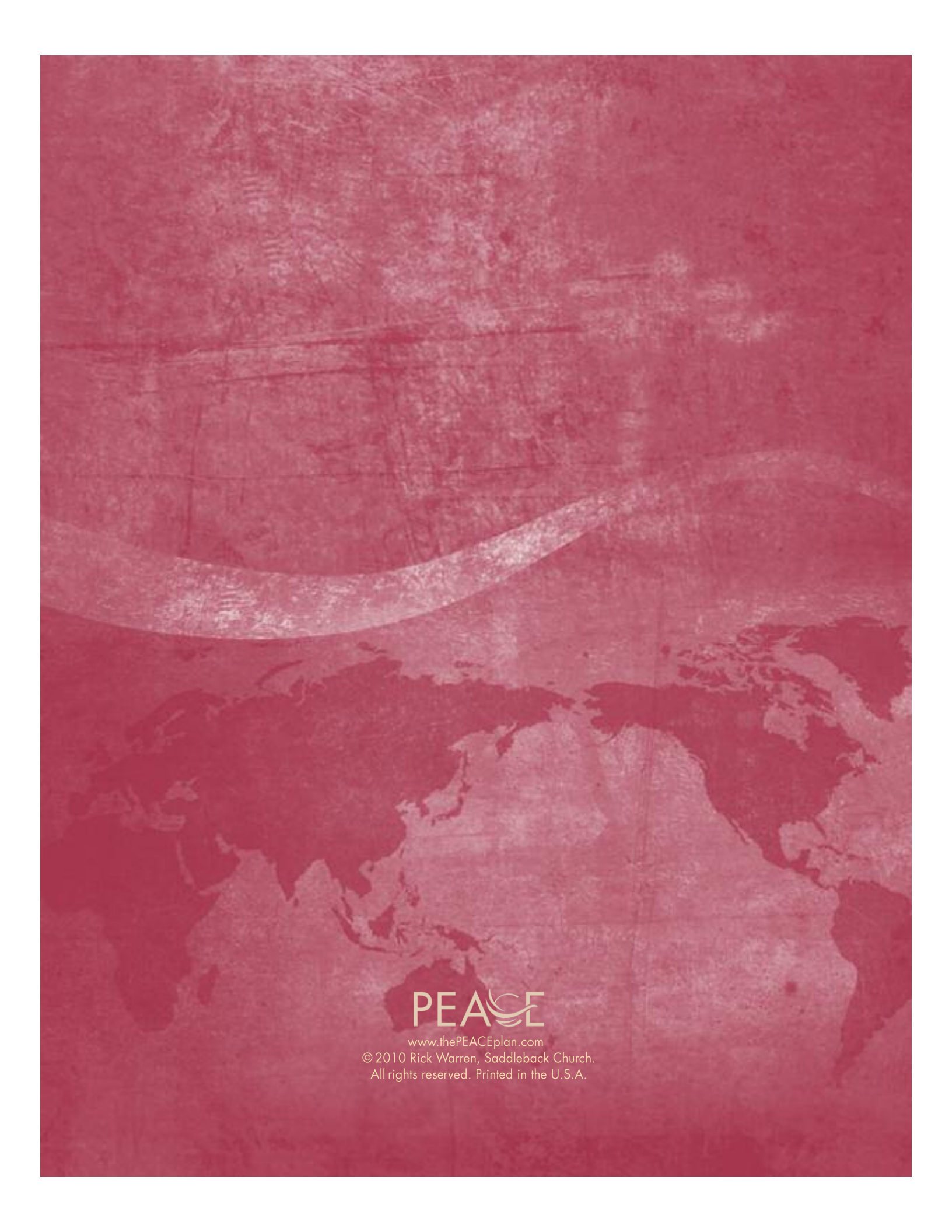
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PEACE

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