




ALLOWING *for* **MULTIPLICATION** ***by* RESTRUCTURING**

PHASE FOUR IN DEVELOPING A MOVEMENT

www.powertochange.org.au/shift



ALLOWING *for* **MULTIPLICATION** ***by* RESTRUCTURING**

PHASE FOUR IN DEVELOPING A MOVEMENT

By Dr Dann Spader



© Sonlife 2013. Used with permission.
www.powertochange.org.au/shift

From the very beginning of time, God's plan has always been multiplication. God's first command in the Scriptures is "be fruitful and multiply" (Gen. 1:28, NLT). Similar commands are found in Exodus 1:6, 12 and 20 and are directly connected to God's blessing. All throughout the Scriptures you see that God's DNA for ministry is multiplication. The fulfillment of God's Old Testament covenants with David and Abraham and the New Testament Great Commission commands is portrayed in Revelation with this great picture from John, "After this I looked, and there before me was a great multitude that no one could count, from every nation, tribe, people and language, standing before the throne and before the Lamb" (Rev. 7:9). John saw the fruition of God's plan of multiplication.

George Patterson writes on spontaneous multiplication, "Every time we eat, we eat the fruit of God's tremendous reproduction power given to plants and animals. Look around out of doors; it's everywhere—grass, trees, birds, bees, babies and flowers. All creation is shouting it! This is the way God works! Reproduction is His style. Pray for it! (God in His infinite wisdom acts a bit lazy when we don't ask Him to move; He limits His absolute power to our weak faith!) We ourselves don't make the church grow or reproduce any more than pulling on a stalk of corn would make it grow. Paul plants, Apollos waters, God gives the growth (1 Cor. 3:6). We sow, water, weed, fertilize and fence the crop, but rely on the Church's own God-given potential to reproduce. An obedient, Spirit-filled church has to reproduce at home or abroad. It's her very nature; she is the Body of the risen, life-giving Son of God" (Spontaneous Multiplication).

How then do we partner with the Living God to facilitate this multiplication? Before I begin, it must be stated clearly that this presentation is about the multiplication of Great Commission leaders and their ministries, not the multiplication of believers and workers who participate with those leaders in their ministries. To me, they are two very different entities. Multiplying leaders differs greatly from multiplying workers. In this paper, I will be addressing leadership multiplication and principles of structuring your ministry to facilitate that process.

In this paper, I want to begin by looking at nine biblical insights taken from Christ's life and the New Testament church, as well as the multiplication ministry of Paul. In no way will the insights be comprehensive, but they will be my attempt to frame up what I believe are the critical concerns. Second, I will list some practical insights gleaned through 30 years of a few successes and a multiplied number of failures.

BIBLICAL INSIGHTS

Principle #1 — The Centrality of Prayer

Wacker and Taylor's *The Visionary's Handbook*, written in 2000, says: "Never before in human history has there been so much information on which to base choices. The great library of Alexandria, in Egypt, that was burned by Julius Caesar's forces in 47 B.C. is said to have contained six-hundred thousand papyrus scrolls—virtually all the recorded knowledge in the world. Fifteen hundred years later, the entire library collection at Queen's College, Cambridge, amounted to 199 volumes. Thomas Jefferson's collection of six thousand books, one of the great personal libraries of his age, became the basis of the Library of Congress. Today the Library of Congress contains 113 million items and 20,000 more arrive every day. Fifty thousand books are published annually in the United States and something like four hundred thousand journals are in publication globally. (And all that is just the print information. The number of satellites in space is expected to grow tenfold over the next decade. The bandwidth of the average channel will multiply by a hundredfold over that time, and the compression of the average message will grow by another thousand fold.) By the start of the second decade of the twenty-first century, the information available to the average individual at any given point in time will be a hundred thousand times what it is today" (18).

Leith Anderson, in his book *Leadership That Works*, states that leadership is hard and increasingly complex. He writes, "The 21st century will be complex. Simple answers will be hard to find, if they even exist" (53).

I quote from these authors to make the point that without the conviction of the centrality of prayer preceding leadership multiplication, we truly end up on unstable ground. It is interesting to note that the

only time you find it recorded that Jesus specifically spent a night in prayer was prior to the selection of His leadership team—the Twelve (Luke 6:12). This is no accident. Scripture emphasizes the critical importance of prayer, prior to selecting leaders through whom to multiply. In other words, we may have a lot of information, but we need to seek the endorsement of the One who matters—Jesus. And we do this through prayer, cutting right through the mountain of facts to the source of all knowledge.

Almost every failure I've experienced in poor leadership selection has been preceded by a look at all the data and with a failure to consult the God of the universe. Prayer must surround, precede and cover all attempts at leadership multiplication. It is easy to study all the data, analyze all the choices, but then fail in the area of doing what Jesus did—spend a night in prayer before selecting leaders.

Principle #2 — The Importance of Selection

Timothy tells us to “not be hasty in the laying on of hands” (1 Tim. 5:22) that leaders must “first be tested” (1 Tim. 3:10). Thinking that we can simply appoint leaders who will then rise to the occasion is a faulty and dangerous assumption.

The four terms used interchangeably to describe New Testament leadership help us understand some of the qualities needed. An elder is someone more mature in their faith, an overseer is someone capable of seeing the whole picture, a shepherd is someone who possesses the love and ability to nurture and care for the flock, and a bishop is someone who has been given abilities to manage and supervise or to oversee.

The first church seemingly had two types of leaders selected: those responsible for oversight issues (elders, shepherds, bishops and overseers) and those appointed in some locations to care for administrative needs when necessary (deacons—see Acts 6; Phil. 1:1; 1 Tim. 3:8–11).

As we seek to facilitate leadership multiplication, we must acknowledge both types of leadership needs—shepherds as well as deacons (“the systems-support people”). In Acts, it is significant to note how the church had “filled Jerusalem with [their] teaching” (5:28). But when in Acts 6 they selected godly, spirit-filled, “systems-support people,” the church experienced that the “number of disciples in Jerusalem increased rapidly” (Acts 6:7). Ted Ward points out that these “systems-support people” were all of Greek descent facilitating the multiplication of the Grecian Jews. This selection of indigenous national

leaders resulted in a new wave of multiplication.

Principle #3 — The Clarity of Appointment

Throughout Scripture, where you find leaders being placed in charge or appointed to a task, you will also find clarity of appointment. After a night of prayer, Jesus “called his disciples to him and chose twelve of them, whom he also designated apostles” (Luke 6:12–13). Their commissioning was very public, definite and highly visible. You always find four words connected to leadership selection: choose, designate, appoint and select. No one “evolved” into leadership. In Jesus’ ministry, leadership appointment was definite and public.

Perhaps we could learn from this example? If appointed publicly, the weight of responsibility before God and others would strengthen the dependence and resolve of new leaders.

Principle #4 — The Surety of Risk

C. Gene Wilkes, in his book *Jesus on Leadership*, writes, “Every great leader takes risks—taking others to places no one has gone before. . . . Leaders take risks because they see the future before anyone else can. This ability places leaders on the horizon rather than in the comfort of a settler’s home” (126).

Perhaps the greatest of all risk is the guarantee of an occasional failure in leadership selection. For reasons God only knows, Jesus modeled how a Judas can surface on the team. Luke 6:16 tells us that Judas Iscariot “became a traitor.” The consequences of having a leader “go bad” or of an appointment that was made improperly are painful and difficult to deal with. Some of my most personally difficult times were having to remove people who were not meeting the existing needs of that ministry from positions of leadership. Appointing people to leadership guarantees a certain degree of risk. What if they don’t make it? What if they can’t do the job? What if they fail to grow with the expanding needs of the ministry? What if they are not the right person? There are so many risks.

Jesus seemed to allow, among His team of twelve, one who did not meet the long-term criteria to assure us that even the best of us will experience the pain of failure by a team member. A wise leader will not delay or prolong the removal of faulty leadership. For the sake of the sheep entrusted to our care (1 Pet. 5:3), courage must be displayed in the removal of the wrong leadership.

In Africa, where my wife grew up, if the people did

not like their pastor, they simply stopped bringing them food—in effect, starving them out. In the same way, we often try to “starve out” leaders emotionally, financially or physically, rather than being decisive and addressing the issue head-on.

Principle #5 — The Pressure of Administrivia

In Acts 6, when the complaints began to flow and the widows were being overlooked, it became obvious to The Twelve that something needed to change. Status quo was not an option—the administrivia was not being cared for and changes needed to be made.

Two options existed: do less or delegate more to other leaders. The second option was chosen after a time of discussion, group census and prayer.

On several occasions in the history of Sonlife, when details were being dropped, people were being disappointed, and the administrivia became overwhelming, changes had to be made. Status quo was not an option. Either we needed to do less or leadership must surface for more to happen. A God-given signal for the restructuring of systems or the appointment of additional leadership is the evidence of details being dropped. Either pruning or appointment must take place.

Principle #6 — The Sin of Control

George Patterson, in his article “Spontaneous Multiplication,” writes, “The modern Western missionary’s most common sin is controlling” (603).

In Genesis 11, the men at Babel did not want to be scattered and instead, wanted to control their own destiny and build a large tower and city, making a name for themselves. God came down and confused their language, scattering them across the earth.

In Acts 8, after filling Jerusalem with their teaching, God needed to seemingly send a persecution to scatter the disciples and complete the mandate to “be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth” (Acts 1:8).

Moses enjoyed people coming to him to solve their problems. Moses had concluded that only he could discern God’s will, solve the disputes and teach God’s decrees. Moses, with all due respect, was a control freak. What he was doing was “not good” (Exod. 18:17).

Perhaps this is why in the New Testament in each of the 18 passages that address leadership, all are in the context of plurality. Leadership functions best with a team approach. The strongest ministries have multiple leaders championing each other’s strengths,

complimenting their weaknesses, and communicating any differences. Control is God’s—invested among His servants to be shared, not held onto.

Dr. Sweeting, Chancellor of the Moody Bible Institute, often instructed, “seldom resist the urge to be generous.” The urge to control rarely fuels multiplication. The urge to be generous runs counter to the urge to control.

Multiplication will not happen if leaders insist upon retaining control for control’s sake.

Principle #7 — The Simplicity of the Few

We don’t need a lot of leaders; we just need the right ones. We will never have enough workers, for “the harvest is plentiful but the workers are few” (Matt. 9:37). We develop workers and choose leaders. I do not agree with the premise that we need a lot of leaders. God raises up leaders from the worker base as He chooses to multiply His church. The work of ministry is growing biblical workers. Leaders are chosen from the pool of proven workers.

If we keep our focus on making reproducing disciples, we will have more leaders than we can use. That is how the church multiplies. But our focus must stay on making fully trained disciples and then choosing leaders from this pool through whom we can multiply.

Good equippers do it like Jesus did: recruiting hundreds, developing seventy, choosing twelve, graduating eleven and focusing on three. This is the simplicity of a few.

In his little booklet, *Leadership Prayers*, Richard Kriegbaum, through his prayer, expresses so well the importance of the right few multipliers. He prays:

I know only so much, God and I can do only so much. If this organization is limited to my abilities alone, we will fall short of our potential together and miss your vision for us. Help me identify other leaders for this effort. Enable me to see what each one can do best, show me how to recruit them, and point me to the right responsibility for the right person. When I delegate, please give me the courage to release control and follow. Sometimes I feel that leading is mostly about following, about deciding who is the best person to follow in some particular area. I depend on you to sharpen my intuition and sensitivity so I will choose the right people and delegate well. How ironic, God, that the longer and better I lead, the more I depend on the skills and expertise of others. Someone else is better than I am at every task that needs to be done. They lead me in their areas. I must trust our

success to them, so I must trust you to guide my selection of them (30).

Principle #8 — The Promise of His Presence

Nowhere in Scripture do you find Jesus abandoning His leadership. He did not cut the apron strings and move away completely. His presence was promised for continued guidance and support.

Jesus left His disciples, but He did not abandon them. There is a difference. On ten different occasions during the 40 days after His resurrection, Jesus returned and made His presence felt. For 40 days, Jesus was “giving instructions through the Holy Spirit to the apostles he had chosen” (Acts 1:2). His ongoing presence and support gave strength to the new leaders.

The same leadership style was true of Paul. He took great delight in seeing the new churches mature to the point where they could stand on their own and multiply to other locations. Yet Paul continued his ongoing support, encouragement and prayers throughout his lifetime. He never abandoned the 40+ leaders that he lists throughout the book of Acts. Even in 2 Timothy where Paul writes that “everyone deserted me,” Paul does not abandon them in return (4:16).

In the same way we cannot abandon those we’ve equipped. Just as God used us in preparing them for multiplication, God desires to use us to continue to deepen them in their ability to multiply. (For a different discussion of this concept, see the chapter “Principles and Spirit” from *The Missionary Methods: St. Paul’s or Ours?* by Roland Allen.)

If we stay dependent, prayerful and concerned for our leaders’ ongoing welfare, God will continue to use us in the lives of our own disciples.

Principle #9 — The Reality of Sacrifice

Multiplication cannot and will not happen apart from great sacrifice. John 12:24 tells us that “unless a kernel of wheat falls to the ground and dies, it remains only a single seed. But if it dies, it produces many seeds.”

In the little booklet, *Church Planting Movements*, David Garrison seeks to identify principles that have fueled rapid movements of multiplication around the globe. As Garrison studied parts of the world where churches were multiplying exponentially, he identified ten common factors. The last one was that leaders suffer greatly where multiplication is happening exponentially.

He writes:

A list of missionaries who have been engaged in church planting movements reads like a catalog of calamity. Many have suffered illness, derision, and shame. In some instances, the suffering was due to their own self-destructive behavior; in other cases it came at the hands of opponents. Students of church planting movements suggest that the affliction may be related to a higher spiritual price for rolling back the darkness (Rev. 12:12). Whatever the cause, the disproportionate degree of suffering by missionaries engaged in church-making movements is noteworthy. Missionaries intent on this course of action are well advised to be on their guard, to watch, fight and pray (40).

PRACTICAL INSIGHTS

As I conclude, let me list some practical insights about restructuring for multiplication.

1. Multiply Your Strengths, Not Your Weaknesses

Leadership must identify what your core competencies are. What do you do better than anyone else? Look at your ministry and identify the areas God is blessing. You may be doing many things well, but in what areas are you experiencing the greatest joy and the obvious blessings of God? Begin by multiplying these areas.

Sonlife North America is a leadership training organization that is biblically intense, very transferable, Christological and committed to the average-sized church. Unlike Josiah Venture or Sonlife Latin America, we do not make disciples. We train leaders who make disciples. Our core competency is leadership training, not discipling on a local level. We understand discipling and our trainers are discipling, but we’ve chosen to narrow our major core competency to leadership training. In our context of North America, this is what is needed, what God is blessing, and what serves our nation. Each leader must ask:

- What is God blessing?
- What are our greatest strengths?
- What gives me the greatest joy?

2. Acknowledge That Letting Go Does Not Come Easy

Without a strong team of resource men who loved me and loved Sonlife, I would probably never have

multiplied trainers. I remember how hard it was to let someone else teach the Strategy Seminar—that was my baby! Others could teach the “how to” seminars, but not the Strategy Seminar! I had personally gone through great labor pains to give birth to the Strategy Seminar—it was my child and no one could teach it as well. I had been carrying the training kit for so long, others had to lovingly and courageously pry my fingers loose from the handles. I was one of the last to see the need to let go.

You may have a similar problem with your “baby”!

3. Learn as We Go

Sonlife has had a few successes and several shortcomings. Let me list a few successes:

- In 1984, we began to multiply trainers of the Strategy Seminar (now 25).
- In 1985, we began to multiply “how to” trainers (now 200+) and Sonlife Evangelism Mission Projectss (now 17+).
- In 1988, we began to multiply Foundations coaches (now 300+).
- In 1992, we began to multiply Growing Healthy Church trainers (now 100+).
- In 1992, we began to multiply internationally (last year in 62 countries).
- In 1995, we began the EQUIP training for junior high students (now 30+).
- In 1998, we began to multiply Everyday Commission/Everyday Commandment trainers (now 325).
- In 1998, we began the Women in Ministry training (now 10 trainers).

At each stage of the growth when multiplication happened, there was a new surge of ownership, energy and growth.

I would identify our shortcomings as:

- A lack of multiplying coaches and mentors.
- Too much growth too fast in the church division, resulting in the inoculation of the principles in some denominations.
- We have not yet multiplied the decentralization of administrative details—the Sonlife office staff still carries too much administrative work. This may always be the nature of the beast.
- Our training system is cumbersome—not easily reproduced in other cultures.

- We have not narrowed down the core advanced multiplication principles to a few transferable concepts to the degree I believe we eventually will.
- Discipling and encouraging our national trainers via long distance communication has been difficult for an organization not strong in the written word.

4. Recognize the Natural Barriers

Just as a local church hits barriers at attendance levels of 100, 250, 500, 1,000, 3,000, and 10,000, so does an organization hit expensive growth barriers. Businesses see this at the \$1,000,000, \$2.5 million, \$8–10 million, and \$30 million barriers. To break through to the next level requires a paradigm shift. At each breakthrough point, additional or new leadership with capacity (margins) is needed. Financial reserve (muscle) is needed to get to the next level. There usually is a stage of expensive growth to experience the next level of rapid growth. Financial reserve or partnership with a ministry with reserve is necessary. For Sonlife in its early years, this was Moody Bible Institute.

Investment in top leadership that does not stay long-term can make it very expensive and difficult to break through and stay at a new level of multiplication. Times of pruning inevitably happen.

5. Multiply When You Have Leaders, Not Needs

Every need is not your ministry. When God wants multiplication, my experience is that He produces leadership. It would be a mistake from my perspective to try to multiply to meet needs or to bring growth, if there is not leadership with margins in place.

Multiplication is primarily a by-product of health, not health a by-product of multiplication. Health precedes multiplication and multiplication furthers more health. Failure to multiply can stifle health. The key determiner for multiplication is to ask the question: Has God surfaced leadership for this passion?

6. Support Systems (Deacon-Type Issues) Must Not Be Neglected

Almost always I have failed to calculate the total needs of multiplying a new segment at Sonlife or even a new training manual with multiple trainers. Administration of the details a leader stirs up accounts for an additional 75–80 percent of total costs in time, energy and resources.

Without adequate support systems (office space,

computer support, administrative help, etc.) leadership get frustrated, details get dropped and conflicts can arise.

In each situation, top leadership must make early adjustments as to the type of support each leader needs. Needs vary greatly from leader to leader. Because of some previous mistakes, I look closely for:

- Low maintenance
- Self-starters
- Flexibility and willingness to learn
- Students of the corporate culture willing to work in and through existing systems (teachable)
- Creative and able to surface their own resources for their needs

7. Top Leadership Must Adjust Priorities Toward Leadership Development

Noel Tichy writes:

Institutions and movements succeed over the long term not because of their cultures, or their core manufacturing competencies, or their use of modern management tools, but because they continually regenerate leadership at all levels. These dynamic leaders then go on to shape strong cultures, develop needed core competencies, and employ appropriate management tools such as total quality or reengineering—but the key to their success is the development of these leaders in the first place. Jesus, Gandhi, and Martin Luther King, Jr. all understood this (53).

He also states:

The scarcest resource in the world today is leadership talent capable of continuously transforming organizations to win in tomorrow's world. The individuals and organizations that build Leadership Engines and invest in leaders developing other leaders have a sustainable competitive advantage (10).

To illustrate this, Tichy goes on to state:

Winning companies, however, deliberately and systematically develop people to be real leaders . . . and their top leaders are personally committed to developing other leaders. At Ameritech in one year, Bill Weiss personally spent over seventy days on Breakthrough Leadership activities. At Pepsi Co., Roger Enrico devoted more than 120 days over eighteen months to run workshops and mentoring other leaders. And Jack Welch taught at

General Electric's Crotonville management training center biweekly (14).

Leadership investment is their primary focus. After Jesus chose His twelve, you find Him investing nonstop in them. I've estimated that almost half of His time was spent primarily in leadership investment in Phase Four.

The beauty of an increasingly talented leadership pool is the synergy it creates. Michael Jordan's greatest contribution to the Bulls was not his personal abilities, but how his leadership talents raised the abilities of Scottie Pippen, Tony Kukoc, Ron Harper, and others.

At age 34, Tom Timmer was the youngest executive of one of General Electric's billion dollar companies. He writes about an early lesson he learned about developing a strong team:

You wouldn't think of wrestling as a team sport at first, you know? It feels more like cross-country, or whatever, but wrestling is very much a team sport because how you perform on Saturday or Sunday depends on how well you practice. How well you practice depends on how good the people are that you practice with.

"You will notice, if you look at successful wrestling teams, state champions tend to come in pairs. A team with a state champion 145-pounder will have a very good 138-pounder and 155-pounder, guaranteed. . . . So there's a very high level of interdependence. And if you can bring the level of the whole team up, every individual benefits (77).

8. Keep Simplifying

As your ministry grows and matures, there's a continual movement away from simplicity toward complexity. All throughout God's creation, complexity is expressed with sweet simplicity understood even by children.

A constant struggle in pure multiplication is simplicity. About every 3–4 years at Sonlife, I've had to back up, take a fresh new look at Sonlife and work hard at simplifying. At times this means pruning, at other times it means better thinking about our mission, vision and values.

Herb Kelleher, the famous president who transformed Southwest Airlines into the nation's top airline for service, on-time performance and lowest employee turnover rate and which for over 24 years has turned a profit, writes: "If we think small, we'll grow big, but if we think like we're big, we'll grow small." He also writes, "We've got to figure out how to do more with less! Southwest is still looking for ways to simplify its

operations and get rid of less productive activities, but without eliminating employees” (78–79).

Kevin Freiberg, in his book *Nuts! Southwest Airlines' Crazy Recipe for Business and Personal Success*, writes:

Sophisticated and complex tasks are harder to understand, take longer to accomplish, and create drag on the organization. By eliminating unnecessary steps in a service process, by making a product with fewer parts, or by handwriting a note, a company can accomplish a lot with less effort. Southwest's simplified boarding procedures require fewer customer service and operations agents to serve customers. The productivity of the company's pilots requires fewer pilots. Consider these productivity and efficiency measures: Southwest serves twenty-four hundred customers per employee; its nearest competitor serves half that number. It takes 84 Southwest employees per aircraft to operate the business; other airlines need anywhere from 111 to 160 employees per aircraft.

‘Only self-confident people can be simple,’ GE's chairman and CEO Jack Welch told us. ‘Think about it. You get some engineer who is nervous and not too sure of himself. He can't explain his design to you in very simple terms, so he complicates it. If you're not simple you can't be fast, and if you're not fast you're dead in a global world. So everything we do [at GE] focuses on building self-confidence in people so they can be simple.’ Southwest is an organization of self-confident people who have taken Welch's theme to heart. They are not afraid to keep things simple—even if it means doing things radically differently from the rest of the industry. They understand that simplicity decreases costs and increases speed. Their entrepreneurial frame of mind requires that they look for new ways to simplify operations (78–79).

Along the same lines, George Patterson, in his article “The Spontaneous Multiplication of Churches,” challenges us by writing:

As soon as a new church was born, the outside worker enrolled a local leader, normally an elder highly respected by his people, and began passing on to him the same doctrine and materials as he was receiving himself. This new ‘Timothy’ taught the rest of the new elders in his young church. It kept multiplying as long as each discipler did everything in a way his students could imitate immediately. I stopped teaching and preaching in the professional way in which I was used to (they

admired it, but could not imitate it). I stopped using electronic equipment including movies, and anything else that was not available to all our workers. That's hard on a gadget-oriented westerner used to gadgets and conditioned to using the very latest technology for the glory of Christ.

I personally believe, especially on the international level, we have to continually wrestle with simplicity of multiplication. I'm challenged as I study the ministry and travels of the Apostle Paul. On his first missionary journey (Acts 13:7–14:8), he traveled over 1,500 miles and planted many new churches that needed his ongoing care and support. On his second missionary journey (Acts 15:36–18:11), Paul was left alone in Athens and through contacts, settled in Corinth where from this one location he multiplied disciples. In his third missionary journey, Paul expanded upon this ministry of multiplication and spent nearly three years in Ephesus and multiplied his training for two years at the School of Tyrannus, impacting all of Asia. Finally, we see Paul under house arrest in Rome where he not only penned several of his epistles, but also raised up leaders as people from around the world come to his own rented quarters—paid for by Rome! Paul says this time “actually served to advance the gospel” (Phil. 1:12) “that all the Gentiles might hear” (2 Tim. 4:17).

Paul's ministry improved through the years in its simplicity and multiplication impact. We need to keep learning how to multiply simply and effectively. The best is yet to be discovered when it comes to multiplying a movement of young leaders for Great Commandment and Great Commission impact.

HOW DO WE RESTRUCTURE FOR MULTIPLICATION? THERE IS, FROM MY PERSPECTIVE, NO ONE CORRECT ANSWER.

We must learn from these principles:

1. The centrality of prayer
2. The importance of selection
3. The clarity of appointment
4. The surety of risk
5. The pressure of administritivia
6. The sin of control
7. The simplicity of the few
8. The promise of presence
9. The reality of sacrifice

Practically, we need to:

1. Multiply our strengths, not our weaknesses.
2. Acknowledge that letting go is not easy.
3. Learn as we go.
4. Recognize natural barriers.
5. Multiply when you have leaders, not needs.
6. Don't forget support systems.
7. Adjust our priorities towards leadership development.
8. Keep simplifying.

BIBLIOGRAPHY

- Allen, Roland. "Principles and Spirit." *The Missionary Methods: St. Paul's or Ours?* Grand Rapids, MI: Eerdmanns, 1962.
- Anderson, Leith. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis, MN: Bethany, 2001. 53.
- Freiberg, Kevin. *Nuts! Southwest Airlines' Crazy Recipe for Business and Personal Success*. New York: Crown, 1998. 78–80.
- Garrison, David. *Church Planting Movements*. Midlothian, VA: Wigtake, 2004.
- Kriegbaum, Richard. *Leadership Prayers*. Wheaton, IL: Tyndale, 1998.
- Patterson, George. "Spontaneous Multiplication." *Perspectives on the World Christian Movement*. Ed. Ralph D. Winter and Steven C. Hawthorne. Pasadena, CA: William Carey Library, 2009. 605.
- Sweeting, Dr. George. Chapel at Moody Bible Institute, Chancellor of Moody Bible Institute.
- Tichy, Noel M. *The Leadership Engine*. New York: Harper, 2002.
- Wacker, Watts and Jim Taylor. *The Visionary's Handbook: Nine Paradoxes That Will Shape the Future of Your Business*. New York: Harper Business, 2000. 18.
- Ward, Ted. GYI meetings at Sonlife, 1998.
- Wilkes, C. Gene. *Jesus on Leadership*. Wheaton, IL: Tyndale, 1998. 126.
- Winter, Ralph D. and Steven C. Hawthorne. *Perspectives on the World Christian Movement*. Pasadena, CA: William Carey Library, 2009.

“Unless a kernel of wheat falls to the ground and dies, it remains only a single seed. But if it dies, it produces many seeds.”

John 12:24



www.powertochange.org.au/shift