

LN Advance Scout Online: Charting New Maps with Leaders of Large Churches

A bi-monthly e-publication for advance scouts of the emerging church.
April 23, 2001
Number 1

"Discovery consists in seeing what everyone else has seen and thinking what no one else has thought." Albert von Szent-Gyorgi

Recently, our team was out at Lake Pointe Church in Rockwall, Texas to talk with Senior Pastor Steve Stroope. On a quick tour of their building you notice their "Discovery Centre." The Discovery Centre is where regular attenders of Lake Pointe come to get connected to the service ministries at Lake Pointe, in the community and around the world.

Here are some of the keys to their center:

Logo: The Discovery Centre has a common theme running throughout the visuals, information cards, physical and virtual space. Their theme is built off the term "DNA" which stands for Discover, Navigate and Apply and consistently runs through their various ministries. For Lake Point it is "Discover your GENES; Navigate through ministry opportunities; and Apply your Faith."

Location: The Discovery Centre is right in the middle of things. From the main parking lot, every person that attends worship goes right by it as they enter the worship area. This is prime real estate at the heart of their facility. No one can miss it. I would guess the room is about 20 feet by 40 feet in size. It is large enough to be important but small enough to be cozy and people-friendly.

Look: The room is glass on two sides, opening to the hall. You look right into the excitement within the room. There are several large, flat-panel video monitors in the room with videos running of attenders involved in ministry in a variety of contexts. One monitor carries footage from the last mission trip; another has images from their local community ministries. Each area of ministry has its own part of the wall space with a common themed information card about the ministry. The look is not slick, but inviting and attractive.

Links: There are various types of ways to link into the various ministries. The area is staffed by "Discovery Hosts" and "Discovery Guides." Hosts welcome people into the space and point them toward the resources available. Guides help people connect their "GENES" (Gifts, Energy, Natural Abilities, Experience and Style) to various ministries. In addition to the live links there are virtual links with computers right in the room. The computers are on a stand-up kiosk that is easily accessed so that those with interest can look at ministries and mission projects right there.

There is also a quarterly printed catalog of DNA ministry involvements easily accessible to help inquirers.

When I asked Steve where he got the idea for the room design, he said "Well, we have stolen so much from other people at Leadership Network, I assume we got it from one of the forums." He gave all the credit though to their Equipping Team.

As we continued our tour, Steve pointed out other ideas and ministries in the building he had picked up from a Leadership Network forum or learning event. It was gratifying. You can see some of this on Lake Pointe's web site at www.lakepointe.org.

I am sure that your church has something similar to the Discovery Center. Please send it along to dave.travis@leadnet.org so we can know and share with others.

CONNECTION EVENT: As Steve mentioned, he and the staff at Lake Pointe are very frequent participants at Leadership Network Forums and other Connection Events. This is where they keep their edge. Our next Team Forum is June 5-7 at Elmbrook Church near Milwaukee.

This is our team forum concept where we have various role forums - 12 different ones, in fact - for large churches over 1000 in attendance.

To get more information about the upcoming forum, call us at 800.765.5323 or check the web site at www.largechurch.org and look under "events."

See a special message below from the President of Leadership Network, Brad Smith

Feel free to forward to a friend

A Special Report from Brad Smith:

A little over a month ago, 200 leaders of large churches participated in Leadership Network forum on the campus of Calvary Church, Westlake Village, CA. Specific forums included groups of Sr. Pastors; Elders/Governing Board members; Executive Pastors; Small Group Pastors; Family Ministry Directors; Business Administrators; Women's Ministry, Children Ministry Directors, and Directors of Equipping Ministry among others.

Most churches came in teams that assembled each night during dinner to stir up new visions for their church. Many said the team vision time was ideal since the ideas were fresh and the tyranny of the urgent was in the capable hands of those left at home who would be the soon recipients of the havoc wreaked in these late night brainstorming sessions.

Here are some of the issues that were discussed during the recent February Team Forum:

- Gordon Kirk of Lake Avenue Church in Pasadena discussed their new "Office of Sr. Pastor" which includes three key leaders with three distinct and complementary gifts
- Wayne Cordiero of New Hope Christian Fellowship in Hawaii discussed some new forms of organic team ministry
- Rick Kingham of Overlake Christian Church near Seattle discussed the roles and training of elders who shepherd the flock well
- Larry Osborne of North Coast Church in Vista, CA moderated the forum and walked through his yearly staff orientation material

The June Team event also includes forums for the same team members listed above, plus a special forum for Men's Ministry Directors. Invitations are restricted to churches with an average weekend adult attendance of 1000 or more.

Another set of forums will be held on November 6-8 in Louisville KY that is restricted to churches with an average weekend adult attendance of 3000 or more. Please call 1-800-765-5323 for more information or email client.care@leadnet.org.

The next edition of LN Advance Scout Online will include a summary of critical issues discussed in the February Senior Pastor Forum. Look for it to arrive in your inbox on May 7, 2001.

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If your e-mail address used here is: johnsmith@home.com,

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Your password will be: lnextra

By the way that first letter in the password is a lower case "L" as in our name, Leadership Network.

Please note that the login and password of this section are both Case Sensitive.

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May 07, 2001
Number 2

"Life was a lot simpler when what we honored was father and mother rather than all major credit cards." Robert Orben

Recently I had the opportunity to be with Ginghamburg Church for their weekly staff chapel. It is held in their "Common Grounds" coffee shop in their youth building. Carolyn Slaughter leads a brief Bible Study during that time and then the staff prays for one another.

Afterwards my host, Kate Johnsen, Director of Ginghamburg Global, said "Carolyn is officially our staff mom. She is in charge of helping facilitate the health of the staff." Intrigued, I asked some further questions of Carolyn recently.

ADVANCE SCOUT: Is that your real title?

CS: It is among the staff. I have a mug to prove it! But my official title is teaching and curriculum development, which I have been doing for a number of years.

ADVANCE SCOUT: So how did the staff mom thing come about?

CS: It was birthed out of my spiritual gifts. Up until 18 months ago I was Director of Adult Ministries here at Ginghamburg. The administrative part of my job became a source of frustration and was very de-energizing. My passion is discipleship. After talking to our leadership team, my responsibilities were shifted to turn me loose in the areas of teaching and shepherding. This really fits my gifts and who I am. I am thankful to be serving in a place that honors ministry placement in terms of gifts, passion and personality. I am in a position now that makes my heart sing!

ADVANCE SCOUT: What is it you actually do?

CS: We think there needs to be someone who addresses the spiritual development of our staff. I have become that connection point among the staff. It begins informally at first as I touch base with people as individuals. This was something I was already doing - I enjoy dropping in someone's office and chatting about what's happening with them personally.

One of my main responsibilities is planning for staff chapel. This is the one time of the week when all the ministry teams gather together. It is not an administrative meeting. Normally there is some type of large group teaching followed by small group sharing and prayer. I don't always teach. Sometimes we do other things during that time. Last fall we did a hayride and praise and worship around a bonfire. But we use the time for group building, spiritual development of some type (including teaching), and shepherding.

My other responsibility is to be part of the Celebration team. I develop a curriculum/study guide based on the weekend sermon and theme. It is distributed through the bulletin and our website and is used for both individual, personal study as well as within our small groups. I also connect closely with the members of the Celebration team to make sure everyone is being discipled. I have a one-on-one mentoring relationship with some on that team. In addition I connect with celebration support teams (music, media, sound, lighting, etc.) to make sure that their members are experiencing spiritual formation somewhere. This could happen within their ministry team or through a connection with a home group. I am the person that makes sure things are happening in that area.

I meet with a group of four women, who are either paid staff or unpaid, fully invested staff. I have an ongoing mentoring relationship with these women. My goal for them is to begin to mentor/disciple within their teams as a result of my time with them.

ADVANCE SCOUT: How would you describe the ways you spend your time?

CS: About 50% right now is teaching and curriculum development. Along with the weekly curriculum is my regular teaching of the membership class (Vital Christianity) and team teaching within our midweek women's class. 35% of the time is in formal mentoring of some sort. 15% is informally touching base with staff - floating around asking people "how are you doing?" and doing lots of listening!

ADVANCE SCOUT: How do you see the future of this ministry?

CS: I want to see a deep level of discipleship happen across our church body. I want to reproduce this ministry. That is why I am mentoring others to take it into their ministries. I hope we can have many more people taking on a role like this.

ADVANCE SCOUT: I think most folks know that Mike Slaughter is the Senior Pastor and your husband. But if a staff member has a problem do they come to you or Mike?

CS: They are more likely to come to me. Although it happens and he is open to it, it is more rare for someone to take things directly to Michael. Part of that is his intense schedule and time availability. And his gifts are very different from mine. He leads. I shepherd. My observation is that people coming to me happens naturally. The staff knows I am safe space. What they share with me stays with me. Performance issues are taken up with their direct supervisor, but I am around for the spiritual health and development issues.

ADVANCE SCOUT: Do you think this role just has to evolve?

CS: That's the way it worked here. Part of its development was my frustration with serving outside my gift mix. It wasn't working for me. Tammy Kelley (former executive pastor) took a risk and helped redefine and clarify my role. In general, I think this role is a matter of giftedness and availability.

ADVANCE SCOUT: I think the "mom" in the title is interesting. It has a familial ring to it.

CS: Good moms are not just concerned when someone is sick. Good moms are always looking for the best in and for their kids. They encourage them to be everything God designed them to be - and help them grow into spiritual maturity. That is what I want to do for the staff here at Ginghamburg.

To learn more about Ginghamburg Church, see their web site at www.ginghamburg.org.

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To get more information about the upcoming forum and the briefing call us at 800.765.5323 or check the web site at www.largechurch.org and look under "events."

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Instead of telling you this week about who said what. Let me share some of the issues that were discussed during the recent February Team Forum in the Senior Pastor Group. They included:

- The role of the Executive Pastor - when to hire one; what to look for; the best role for the Executive Pastor; interface between Senior Pastor and Executive Pastor; why do Executive Pastors sometimes not work out?
- New emphasis on the Senior Pastor as the leader of the internal culture - interplay between spiritual and strategic leadership.
- Growth plateaus - where do they occur? What causes them? How do you get around them? What is the 'right' size?
- Staffing and structural issues for new levels of growth and fast, 'out-of-control' growth
- Role definition and training for elders/governing boards
- Intentional discipleship - what is actually working and why?
- Church planting across cultural divides - not 'church cloning'
- How to keep the staff from becoming a confederation of 'para-churches' - overcoming silos in the church
- Building programs and capital campaigns
- Family segregation - family members go separate ways at the front door - how to change this?
- Reaching two or three different generations
- Senior Pastors who feel 'handled' - 'wind me up, send me out to speak'
- Structures for the future - how to keep up the vision while maintaining the present
- City impact - how to move to a church that is increasingly outside of the building impacting the city

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Number 3

"To dream of the person you would like to be is to waste the person you are." Anonymous

FEEL FREE TO FORWARD TO YOUR STAFF AND CLOSE FRIENDS

THE GROWING MULTI SITE MOVEMENT

I was in Chicago two weeks ago for some meetings. One was with the team from Community Christian Church of Naperville, Illinois. The team included Dave Ferguson, Jon Ferguson, Eric Bramlett and Troy McMahon. Community Christian is in many ways typical of other churches planted in the late 1980's and early 1990's that have grown up to large churches in recent years. Many would label place it in the seeker church model.

But that brief description would fail to capture all the great things going on at Community Christian. This is a very intentional church with a solid vision and plan. I am confident that what one sees now in the church is the result of many adaptation and experimentation; just like most of the churches we serve.

What drew us to Community Christian was a referral from Lyle Schaller. Lyle said it was probably the best example he knew of the growing multi site movement. These are congregations that have more than one campus for worship and other programs. We have been passively researching this movement for two years as time allows. We have found a variety of models and approaches to the idea.

Community Christian's approach is one of the approaches. I will try and address other approaches in future columns. Their approach began with one campus in Naperville, a western suburb of Chicago. Naperville is an affluent area of around 100,000 people. For the first 12 years of the congregation's life they met in borrowed facilities. It was the first of this year that they completed a "main campus" facility. The church grew at a steady pace but they discovered in their region, those that drove over 20 minutes to get to church were less likely to be evangelistic and to serve.

Romeoville is 12 miles south of Naperville and is a more blue-collar community. A church member and property developer offered the use of a community center in a new real estate development for the church to begin a new congregation in 1998. They accepted and began a second campus. This year they will begin a third campus in an all-adult, gated community just a few miles from the Romeoville campus.

Currently at both campuses there is simultaneous, identical worship experiences. The music is the same, though led by different leaders. The teaching message is essentially the same, though taught by different teachers. The drama is the same, though performed by different actors. The small group programming is the same across the campuses. It is one church, with one governing board and one staff.

Here are some of the characteristics of the Community Christian approach:

Team Equipping - The reason Community Christian was able to take advantage of the offer

from the developer was fact that the church already had a strong team culture in its ministries. The founding team was a group of people who went to college together. As they will confess, "we didn't know what we were doing or getting ourselves into." But because of this team approach, the DNA for teams was there in the beginning. The church had a teaching team of pastors that shared the traditional duties of preaching. The Arts team had a culture of equipping multiple leaders for the music, drama and other arts areas. The small groups team had a culture of reproducing leaders in what is generally now called the "meta" model. This model and philosophy is not built around a star preacher or worship leader but a series of strong reproducing teams. The big challenge and solution to this approach is the ability to reproduce leaders. To do so, Community Christian is very intentional about starting new groups with apprentices and leaders. It has now started a "school for the arts" to help reproduce new leaders in this area.

It is a clear part of their vision - Now as with most church churches, sometimes God leads to a better understanding of the vision over time. Community Christian is very clear that its vision is to "Our purpose is to help people find their way back to God through multiplying campuses and churches that celebrate, connect and contribute to the dream of God." It describes the dream in this way. Phase I was to be an impact church, Phase II was to be a reproducing church and Phase III is to be a movement of multi campus churches. From its origin, this team knew the vision of multiplying. They view this as their logical missional extension strategy.

Economy of Scale - This is a terribly corporate way to say it, but Community Christian is very captured by replicating "the big idea." The Big Idea is the theme for the congregation each week. It is played out in its worship services and all its small group programming. It is the one idea for the week that the whole congregation focuses on. The teaching team selects the big idea several months in advance. The arts team, small groups team, children's team and others use the idea to center all the experiences in that week. Again, there is a team approach to the development of the big idea among all the leaders on the various campuses. The big idea gives form to the whole congregation in this model. The Community Christian team feels that once the programming has been developed for the big idea, it can be replicated across multiple campuses. There is a monthly leadership team meeting of all the leaders from all the campuses.

Diversity and the Campus Pastor - Though there is one congregation, one governing board and oneness in many things, there is also some diversity at each campus. Part of this diversity is derived from those reached at each campus. For example, the campus coming on line this year is in a Senior Adult community, an area where Community Christian has not had high participation in the past. The ethnic diversity reflects the demographics of the area where the campus is located. Each campus has a "campus pastor." This is the face seen each weekend up front. It is not necessarily a teaching pastor or senior pastor. This is the person who helps put a face on the congregation to the local community and gives guests a person to approach about their unique needs. This is one of big ideas in this model as opposed to a star communicator model.

Partnered with a development company - Community Christian had a great opportunity presented to it. Out of its evangelistic harvest for its first campus came two men who developed large real estate developments. They saw the great need for community within their developments. The church has formed a separate, not for profit foundation to work with the development companies to begin congregations within the community centers in their developments. In this way, the congregation has avoided some of the facilities issues and has a front row seat in new developments.

You can find more about Community Christian at www.communitychristian.org.

As I mentioned above, we continue to research this topic and will release more information as we go. We want to hear from you about how you are applying the multi campus idea.

Drop me a line at dave.travis@leadnet.org and let me hear from you. We are planning some meetings in the future of the practitioners in this area and need to find you.

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NEW ADVANCES IN STEWARDSHIP (Co-sponsored with Generous Giving) June 4-5, 2001

This briefing will address these questions and more: What are the new frontiers of Stewardship? What are the changes in giving and givers? How do we build Biblical Generosity? What are the practical things we can do to develop generous givers? How do we disciple people in giving? What are the roles, characteristics and qualifications of a Stewardship Pastor? What does a well-developed stewardship ministry look like?

Presenters include Brian Kluth, former President of the Christian Stewardship Association; Forrest Reinhardt, pastor of Stewardship for Saddleback Church; Tom Conway of the Generous Giving Project and Jerry Schriver, pastor of Stewardship for Perimeter Church.

To get more information about the upcoming forum and the briefing call us at 800.765.5323 or check the web site at www.largechurch.org and look under "events."

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"The most pathetic person in the world is someone who has sight, but no vision."
Helen Keller

FEEL FREE TO FORWARD TO YOUR STAFF AND CLOSE FRIENDS

I am writing tonight from Brookfield, Wisconsin outside Milwaukee. I am attending our Advance Scout Briefing on Stewardship with leaders of large congregations and some Church Champions. Today we have heard from Brian Kluth, pastor of the First Evangelical Free Church of Colorado Springs. Formerly he was the leader of the Christian Stewardship Association. In addition we heard from Forrest Reinhardt, the Pastor of Strategic Resources at Saddleback Church. Tomorrow we will hear from Jerry Schriver of Perimeter Church and Tom Conway of the Generous Giving Project. The Generous Giving Project has been a co-sponsor for this event and I appreciate their hard work.

There was more information and insights shared than I have the potential to share with you in this space. Brian Kluth pointed out some reasons why pastors are reluctant to talk about stewardship.

First, it is like when a doctor is poking a patient to find the problem area. When the doctor hits a certain area, the patient screams in pain. If the doctor ignores the pain of the patient, they are being irresponsible. In the same way, when pastors teach on stewardship, they get screams of pain. It is a problem area in many people. But it is a needed area to address in order to bring believers to health.

Secondly, Brian believes that most pastors have a lack of modeling and training in the area of Stewardship. Thirdly, many pastors are often poor money managers and their personal guilt rolls over the entire congregation. Finally, there is reluctance due to a desire not to be associated with negative stewardship practices that have perpetrated such as "name it and claim it."

In order to properly disciple believers, pastors must overcome these ideas and proactively teach biblical stewardship to their church attenders.

Brian shared in one of his handout books from a church that has explicit financial principles for a church in the Milwaukee area. The beauty of some of the following is that the church has defined some explicit principles that not only help guide the leadership of the church, but inform and teach the attenders about good stewardship.

Here is a summary. Below you will find how you can get the whole report. The report was a part of a regular communication given to its attenders. I agree with most of the principles but understand if your church has different understandings. The illustration today is to show the strength of making the implicit explicit. The quotes actually come from the document, while those words not in quotes describe the policy for brevity.

From the introduction: "Many of these guidelines have been informally in place for several years. But with the growing number of new people coming to Harvest, it was decided it

would be best to formally articulate the financial guidelines that undergird our church's ministry."

1. "Primary Source of Income. Harvest is dependent on God through the faithful and generous tithes and offerings of God's people to underwrite the church's ministry, missions, building and benevolence needs."

2. " Missions Giving." This statement reflects the church's commitment and methods for missions giving.

3. "Financial Bible Teaching and Giving Policy. Harvest will teach Biblical financial and giving principles through Bible studies, seminars, sermons, etc. The goal of this teaching will be to help people become financially free in their lives in order to serve God more fully and faithfully." The policy goes on to outline a 90-day guarantee for those that begin to tithe 10% or more of their income. It is quite a long description that I won't list here. Brian said it was included to help first time tithers and has been successful.

4. "Fundraising Events." The policy discourages fundraisers by sales of goods to meet the church's needs.

5. "Quarterly Giving Statements and Financial Information. Harvest will sent quarterly giving statements with church financial, missions, benevolence and/or other financial information and helps to encourage people's faithful and cheerful giving to the Lord's work at HCC.

6. "Methods of Giving. Harvest will encourage people's generous giving by allowing them to give through whatever means is most helpful to them. (examples: Sunday offerings, giving envelopes, mail-in envelopes, stock transfers, gifts of appreciated assets and investments, automatic check withdrawals electronic fund transfer, etc.) The church will abide by all IRS donation regulation." Though you may not agree with all these methods, this church has attempted to open many channels.

7. "Oversight by a CPA. Harvest will have a CPA involved in overseeing the church's financial policies and procedures."

8. Benevolence Giving. This section of the policy is quite lengthy. It describes how the church helps individuals in the area of its benevolence ministry. It outlines a system of help based on the person's needs and their own development as a steward.

9. "Building Projects and Capital Expenditures." This section outlines their need and methods of communicating those needs. Later in this section it says, "Harvest will accept designated gifts for board-approved building projects or major expenditures."

10. "Financial Records and Reports. Harvest will annually communicate its general income and expenses at the congregational meeting in a summary pie chart format. Detailed financial statements will be available at the end of the congregational meeting for anyone who would like a copy. Any individual who would like to review the church's financial records or would like to ask detailed financial questions is always welcome to schedule an appointment with the church treasurer at anytime."

As a part of the communication piece to its attenders it closes with the announcement of a 12-week financial Bible Study course. This church uses the Crown Ministries approach.

I have always found making implicit understandings explicit helps leaders and attenders alike. It builds common understandings about expectations. Can they be controversial? Sure. But in this case it was clear statement by the board of the church so that everyone knew the direction of the church in these matters.

What is implicit in your church that you need to make explicit?

To find the complete report as well as more resources see www.kluth.org. Many of the participants here use Crown Ministries materials. Find them at www.crown.org.

Feel free to forward to a friend

FUTURE LARGE CHURCH EVENTS

The next Large Church Team forum is for Large Churches over 3000 in attendance. To inquire about an invitation, please email me directly at dave.travis@leadnet.org. To get more information just jump to the web site at www.largechurch.org.

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"I start with the premise that the function of leadership is to produce more leaders, not more followers." Ralph Nader

FEEL FREE TO FORWARD TO YOUR STAFF AND CLOSE FRIENDS

Today's report comes from Warren Schuh of the Large Church Team.

Two weeks ago we had the privilege of being at Elmbrook Church in Brookfield, WI for our Large Church Team Forum. There are lots of good things to be learned at Elmbrook, but one outstanding dynamic has to do with the recent Senior Pastor transition from Stuart Briscoe to Mel Lawrenz. While Mel is still early in his Senior Pastor tenure, we thought it would be instructive to share some of the details of the thoughtful and wise process this church followed in order to make this a very positive transition. Following is an interview with Mel Lawrenz:

Warren Schuh: How long has Stuart been at Elmbrook? And how long have you been there?
Mel Lawrenz: Stuart, 30 years, me 20 years.

Warren Schuh: What role(s) have you filled during your years at the church?

Mel Lawrenz: I came to Elmbrook right after seminary and over the next 10 years I worked as an Associate Pastor in the areas of small groups, marriage and family ministry, and then adult educational ministries. For the past ten years I have been a Senior Associate Pastor overseeing staff and program. I've shared the pulpit ministry in Stuart's absence for the past 15 years or so.

Warren Schuh: When did you and Stuart first start talking about this transition? What brought about the initial conversations?

Mel Lawrenz: Over the years Stuart always took the position that he would let the leadership of the church know when he sensed he should make a change. He believed that if the church appointed a successor way ahead of time that that person may be unfairly evaluated, and that he (Stuart) would be in a quasi-senior role. He told me and other confidants about a year and a half ago that when he turned 70 and concluded 30 years at Elmbrook Church (which was this past November) that he thought he should make a change and that the church's elders would need to take whatever necessary steps from there.

Warren Schuh: When did the transition take place and how has it been received by the congregation?

Mel Lawrenz: The transition formally took place last November, the final decisions having been made 3 months earlier. It was 2 months before that when the congregation heard in one remarkable worship service of Stuart's intentions, and of the elders' desire to appoint me to be senior pastor. So it all marched along very quickly. Regarding the congregation's response, I think all of us (pastors, elders, congregation) feel as though we've been blessed with an extraordinarily smooth transition. It all began with the loving and natural way that Stuart told the congregation that it was time for him to make some changes. The congregation said, "that makes sense, we're supportive of you, and we're ready for the next

phase for Elmbrook."

Warren Schuh: In what ways is Stuart still involved at Elmbrook and what title does he now have?

Mel Lawrenz: When Stuart told the elders of his intentions he also told them that he was willing to continue to be involved at Elmbrook, but only if they wanted him to, and only if it was okay with his successor. The senior leadership developed a plan whereby he and his wife, Jill, would be designated Ministers-at-Large, and would be freed from all leadership responsibilities at the church, but free to teach and preach as invited. Stuart and I presently form the core of the teaching team, so the congregation has the benefit of continuing to hear his seasoned teaching. Stuart and I and the rest of the elders and pastors had very frank discussions about the clear lines that needed to be drawn for this to work, and I can say that everybody is crystal clear that I have the authority and responsibility of the senior pastor role, including directing the pulpit schedule and overseeing the vision for the ministry.

Warren Schuh: Briefly describe the role that the lay leadership played in this transition.

Mel Lawrenz: We are very blessed to have a Council of Elders who trust the pastors and support them in every way. They were thorough, decisive, and firm in this process. Initially the four officers of the Council of Elders worked long and hard with Stuart and Jill, and with me and the other senior associate pastor, Dick Robinson, to forge a plan that seemed right. Then the whole Council of Elders (14 people) deliberated on it further, and quickly firmed up the plan. Then there were many hours of discussion about how to unfold this to the congregation. When it was brought to the congregation it was with the firm support of every elder and pastor. The congregation then had 2 months in which to express opinions or concerns or ask questions before the final decision would be made. One other step was key. On the Saturday of the initial weekend when the announcement came to the congregation, Stuart and I and the chairman of the Council of Elders met with about 100 key lay leaders, 20 at a time. They greatly appreciated this, and offered their support right away.

Warren Schuh: What would you say are the key factors that have led to such a well-received, positive transition?

Mel Lawrenz:

1. Stuart shared leadership for years. Most involved people in the church have known for years they were being led by a team.
2. Trust, trust, trust. I cannot imagine doing this without a huge amount of trust in the congregation and among the leaders.
3. Appropriate roles. I needed to have a sense of call to this challenge and be ready and enthusiastic about leading into the future; and Stuart needed to have a sense of calling to his new role.
4. Faith. This process was bathed in prayer at every phase, and I know that we all sensed that if the church were going to navigate these waters, it would only be if God were at the wheel because none of us are smart enough or strong enough to do it.
5. Communication plan. Special meetings, printed statements, verbal statements, handouts were all used at various stages.
6. Upward momentum and cohesiveness. In this past year, these have been my biggest concerns, and what I have been investing my time in, but that's another story.

Warren Schuh: Any recommendations you would make to other teams that might be considering a similar transition?

Mel Lawrenz: Many things come to mind. In brief: share leadership (senior pastors need to do this without feeling threatened); build trust; build the church on principle not program. See leadership change as a natural thing.

Warren Schuh: Thanks, Mel, for giving us some insight into your process at Elmbrook!

For those of you who would be interested in subscribing, Elmbrook Church sends out a weekly article written by Mel Lawrenz called "Patterns: Ways to Develop a God-Filled Life", which also includes small group discussion questions. Sign up by sending your email address to patterns@elmbrook.org, or go to <http://www.elmbrook.org/patterns>.

Feel free to forward to a friend

FUTURE LARGE CHURCH EVENTS

The next Large Church Team forum is for Large Churches over 3000 in attendance. To inquire about an invitation, please email me directly at dave.travis@leadnet.org. To get more information just jump to the web site at www.largechurch.org.

Look for an announcement soon for a special focus forum for leaders of multi site/ multi campus congregations.

If you are a first time subscriber, just jump right to the www.leadnet.org home page and hit E-XTRA button to sign up for all the publications from Leadership Network.

Learn more about Leadership Network's events and resources by visiting our Web site at www.leadnet.org.

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**LN Advance Scout Online:
Charting New Maps with Leaders of Large Churches**

A bi-monthly e-publication for advance scouts of the emerging church.
July 2, 2001
Number 6

"We make a living by what we get, we make a life by what we give." Sir Winston Churchill

FEEL FREE TO FORWARD TO YOUR STAFF AND CLOSE FRIENDS

Earlier in June, Leadership Network and the Generous Giving Project conducted an Advance Scout Briefing on the topic of New Advances in Stewardship. This briefing was a follow on to a special focused forum the two organizations conducted last December. Leadership Network uses our focus forums to attract early pioneers on key innovations to talk to one another about their experiences. See below for another upcoming focus forum on the Multi Site/Multi Campus Strategy. This week we share some more ideas mentioned at the Advance Scout Briefing on Stewardship.

Tom Conway of the Generous Giving Project shared about some of the research they have done about the barriers to Biblical Generosity.

These include spiritual barriers such as a false worldview or lack of spiritual maturity. Others include emotional barriers such as fear as well as a lack of a personal purpose. They are still answering the question: Where do I fit in God's plan.

These barriers include some very practical things. For example, many believers don't have a prayerful financial plan. There are no written goals. At times spouses have different goals in giving. In addition, some believers don't know they can give more or how to maximize their giving.

Still yet others cited in their research mentioned their unawareness about what God is doing in the world as well as opportunities for strategic investing in kingdom work. They haven't been asked or challenged, and lack the time to go and meet people on their own or do research on the possibilities.

In addition to the practical barriers, there are personal barriers such as limited relationships and limited groups of peers they can trust and talk about the issues.

The good news is that church leaders can assist believers of all means to deal with these barriers. However, to do that takes an intentional plan to meet those challenges and help believers over those barriers.

Forrest Reinhardt presented the approach they use at Saddleback Church. This is a 7-step strategy. (All the points start with "C" and the first word in the explanation begins with "P". Rick Warren would be proud of Forrest.)

1. Communication - Preaching and teaching the biblical principles and practices. (Weekend messages, 101-401 process)
2. Curriculum - Processing the principles and practices with others in a small group or individually. (Small group and individuals studies)

3. Coaching - Providing practical assistance in specific areas such as budgeting, debt reduction, estate planning. (Workshops and web based tools.)
4. Counseling - Personalizing our assistance through confidential and competent help in crisis situations. (Counseling and Celebrate Recovery Groups.)
5. Champions - Promoting generous giving models through development of networks of support, encouragement and challenge (Generous Giving Groups)
6. Campaigns - Producing "Faith-Raising" (not fundraising) campaigns to create an environment where individual members can participate in the vision to expand the church's ministry capacity.
7. Credibility - Proving the principle that it all starts with the leaders and their model of commitment, behavior and character. We will never ask a member to do something we have not modeled first.

Jerry Schriver shared a very practical case study on how Perimeter Church in Atlanta applies similar principles through their ministries. Jerry leads a team of people in their church in this area. This team offers a variety of ministries to address the stewardship issues. These include: The Crossroads Career Ministry to assist unemployed and misemployed in their career search; the Perimeter Business Ministry to provide business training opportunities and resources based on biblical principles; Crown Ministries programs in small groups to apply scriptural principles to their personal and business lives. There are Life Management courses, Estate Planning Courses as well as the Good Sense ministry for those in financial crisis. In addition, the team has developed curriculum for the children's and Jr. High ministries for the church. Also a track targeting owners of small to medium sized business has been developed to facilitate regular meetings to talk about business and life by Christian Principles. Finally there is a Campus Development Project that coordinates and capital and donor development.

Usually, that last item is where churches start. They begin with the question: How can we raise more money for our building? As you can see in the above three cases that may be the wrong question.

The right question may be: How can we design our ministry to help believers become Generous Givers? Healthy congregations don't start with their need for a facility but with the needs of the believers to be matured in their walk with God.

These are the questions and discussions of strategic leaders today. Our team appreciates your comments and suggestions along the way. If you have resources and thoughts to contribute, send them straight to me, Dave Travis at dave.travis@leadnet.org.

On behalf of Leadership Network I want to thank our partners in the Stewardship Briefing, The Generous Giving Project, as well as the leaders of Saddleback Church and Perimeter Church for sending their leaders to resource other churches.

You can find out more about Saddleback's Stewardship Ministry at www.saddleback.com and Perimeter Church's ministry at www.perimeter.org.

SPECIAL FOCUS FORUM ANNOUNCEMENT MULTI SITE/MULTI CAMPUS STRATEGY

Leadership Network is arranging a focus forum for senior leadership teams of churches that fall into one of the following three categories:

1. Your church currently has a multi site/multi campus congregation approach to its ministry.
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The focus forum will take place in the Chicago area on September 11-12, 2001. Lyle Schaller will help interpret several of the models represented at the focus forum. The experience is designed to let the various senior leadership teams represented talk about the strengths, opportunities and challenges faced in this model. To inquire about your church receiving an invitation, please email a description of your church's approach to the multi site/multi campus strategy to dave.travis@leadnet.org.

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July 16, 2001
Number 7

"In times of profound change, the learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists." Al Rogers

FEEL FREE TO FORWARD TO YOUR STAFF AND CLOSE FRIENDS

New Hope Church in Hawaii is a great example of an explosive growth church that has not only an emphasis on developing those God has brought to them, but sending and training church planters around the world. Greg Ligon, Strategic Director of our Leadership Training Network, caught up with Senior Pastor Wayne Cordeiro for an interview.

Pastor Cordeiro will be one of the keynote speakers at our New Century: New Church 2 conference in September in San Diego. You can read about that below.

Here's the interview with Wayne:

GREG: HOW WOULD YOU DESCRIBE THE CULTURE OF NEW HOPE?

Wayne: The culture of New Hope is somewhat unusual in that it contains a large helping of new Christians. This ingredient alone spices up the recipe a great deal. But the more obvious expression of the New Hope culture could be summed up with these characteristics:

- A. Joyful service: One of our core values honors the heart of an involved person, not just the role. We emphasize over and over again the indispensable fact of the involvement of our hearts more than anything else. There is indeed a culture of joy in New Hope.

- B. Grace: Although this may not seem like a normal identifier, "grace" plays a vital role in New Hope. Every one of us knows that "save for the grace of God, we would all perish." We have come out of some horrid backgrounds, and consistent testimonies of transformed lives give credence to God's grace in our midst! That is lived out and supported, and should that be absent, we will be reminded by one another.

- C. Love for the Lost: Everything in New Hope seems to be connected to a soul. Whether it is our leadership training, our Bible College (a four year academic institution), or our church planting division called New Hope International, everything is to reach souls and lead people to Christ.

- D. Where Dreams are Released: I believe that in everyone's heart is a dream of what they can be for God. This belief bleeds into everything we do as a church. New Hope holds an ambience or a culture in which people can develop them and optimize their potential in serving God's purposes for their lives.

GREG: HOW DO YOU STRUCTURE THE LEADERSHIP, STAFF AND MINISTRIES AT NEW HOPE TO SUPPORT AN EQUIPPING CULTURE?

Wayne: We "do church as a team" in New Hope, so the myth of the Lone Ranger is exposed over and over again. One principle I try to follow is this: I don't hire those who "do it well." I hire those who can "facilitate those who will do it well." Whether it is a Michael Jordan or a Mark McGuire, they are only valuable as they play within the context of a team. Who cares if a McGuire hits the ball over the fence in an exhibition of batting skill where a pitcher throws balls and he hits them. The value of that skill is optimized only within the accompaniment of a team.

Therefore, the leadership and staff are structured in such a way that it equips others to serve. One of our mottoes around New Hope is that "we live to make the other person successful." We know that if others around us are successful, so are we! If they are not, so are we!

In fact, we discourage solo acts because it usually results in someone burnt out or someone who becomes territorial over a sector of ministry.

We have employed a "fractal" system that takes of simple repeating pattern of nurture and discipleship. This is an organic form of leadership and mentoring which extends throughout our ministry that causes our DNA to be more systemic. It thrives on healthy relationships as one of its non-negotiables. Every leader builds a team so that the "equipping church" is not simply a program. It is who we are!

GREG: REGARDING LEADERSHIP, HOW ARE LEADERS IDENTIFIED, SELECTED AND DEVELOPED?

Wayne: We start people at the "foot of the table" in what we call "servant's entry ministry opportunities" (SEMO's). We have identified entry roles as doorways into ministry such as: a teacher's helper, parking and safety, Levites (set-up and take-down ministry), janitorial, gardening, office volunteers, etc. These entry level opportunities can develop the necessary character qualities necessary to every equipped saint: punctuality, humility, submission, consistency, diligence, problem solving, and commitment. It is from these arenas that we can watch those who God is choosing and raising up, and then we simply confirm what God is doing. 1 Tm. 3:10 says of emerging leaders "Let these also first be tested; then let them serve as deacons (or leaders)."

GREG: BECAUSE NEW HOPE HAS GROWN SO RAPIDLY SINCE ITS BIRTH, YOU DEAL WITH CHANGE ON A CONSTANT BASIS. HOW IS CHANGE LED AND SUPPORTED?

Wayne: Due to our rapid growth (8000 in 6 years), trying to restructure at every growth point was futile. We had to develop a structure that would grow with us. Usually, like buying new shoes for growing youngsters, churches have to restructure each time you grow to a new size. That would work for some, but for us, we had to develop a shoe that grew with our growing feet!

This is where the fractal system was developed (outlined in the book, "Doing Church As A Team"). Everyone in leadership knows that we will be growing and that the ministry will be maturing. Although our assignment and our DNA will remain constant, how we "look" may change. Just as a person grows and matures, he or she may look different from what they looked like at seventeen, but they are still basically the same person. In fact, the difference in "look" in the decade that passed may not be a sign of a different "identity." Instead, it is a fact of maturity! We had to structure in a way that resembled more an organism than a machine. Machines cannot grow.

In a church, this "morphing" effect requires flexibility and a genuine willingness to hold lightly to a role and tightly to the goal of becoming what God intends for us to be "becoming." People are willing to move laterally (and this happens often). Though things will change, I will often communicate in hundreds of ways, that will not. These may be non-

variables such as a commitment to the person, relationship that is healthy, and a pledge to be unwavering in our directive to reach the lost. That is our common aim, our resolute charge by the Master.

GREG: WE ARE BEGINNING TO CONNECT WITH CHURCHES WHO MEASURE THEIR RESULTS IN TERMS OF IMPACT ON THEIR COMMUNITY. HOW ARE THE MINISTRIES THAT ARE BORN IN NEW HOPE IMPACTING THE CITY?

Wayne: One of the gauge readings for effectiveness and fruitfulness is the impact a city makes on its surrounding community. Of course it is not the only one, lest we become benevolent humanitarian institutions rather than divinely commissioned couriers with a message of redemption for the lost. Nevertheless, it is a measurement of effectiveness. We believe that and are constantly observing that reading on our dials.

Being a "homeless" church (we meet in a high school), we have been divinely thrust into the lap of our community. We have developed ministries that will impact the school system and have invested large amounts of finances to improve the schools that we use. Last year, we renovated fifteen classrooms, landscaped the school grounds, and had their bathrooms re-tiled. All totaled, we spent \$100,000 on improvements. This year, we spent \$125,000 on air conditioning alone in their auditorium. The Department of Education as well as the convening Legislature has sent commendations in appreciation for the new Hope's involvement and commitment to the community.

Thanks to Wayne and Greg for the great insights. More of this interview will be found in next week's issue of the e.quipper, LTN's monthly free electronic newsletter. To subscribe and find out more about LTN's training and conference activities, check out their web site at www.ltn.org.

See below for opportunities for your personal leadership development. Next week we will have a special issue focusing on new roles for large churches.

Feel free to forward to a friend

New Century: New Church 2 - September 23-26, 2001 in San Diego, California. Over 800 people are now currently registered.

Don't miss out on this truly unique opportunity to network with some of the best equippers and church leaders; learn from those who have successful equipping ministries; and then, return home with a toolbox filled with ideas, resources and connections!

KEYNOTE SPEAKERS INCLUDE...

Alan Webber, cofounder and editor of Fast Company magazine; Kirbyjon Caldwell, senior pastor of Windsor Village United Methodist Church in Houston; Wayne Cordeiro, senior pastor of New Hope Christian Fellowship in Hawaii; Erwin McManus, cultural architect of Mosaic in Los Angeles; Ken Blanchard, chief spiritual officer of The Ken Blanchard Companies; and Sue Mallory, executive director of Leadership Training Network. See www.ltn.org for more information.

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LN Advance Scout Online: Charting New Maps with Leaders of Large Churches

A bi-monthly e-publication for advance scouts of the emerging church.

July 23, 2001
Special Edition

We wanted to send this special edition of the Advance Scout to our friends to explain some of the new concepts and forums we are offering this November 6-8, 2001.

This is a part of our Ideas, Innovations and Impact Week hosted by the Southeast Christian Church in Louisville, Kentucky. There are three different experiences offered during this time. Two of the experiences are open for all church leaders. The first is a briefing on new Movements in Architecture and Facilities for Churches. The second is on developing Teaching Church Systems. You can read more about these below or on our web site at www.largechurch.org.

The third experience is limited by church size. This is our 3-day team forum experience. We know that this is a new concept for many of you. We have added some new strategic roles to be included in this forum. Explanations of the team forum concept and descriptions of new strategic roles are found below.

Here are some questions you may have.

What is a forum?

A forum consists of a group of people who share a similar role in a large church and come together for a moderated, structured conversation around the practical and conceptual issues they face in their role and context. The group shares best practices, challenges and approaches to problems in order to sharpen their individual ministries.

Why do we have team forums?

From research conducted on our best customers, we discovered that forum participants returned home with great ideas, innovations and insights but were often unable to gain traction on the idea because fellow team members had not shared their forum experience. These forums are designed so team members in a variety of strategic roles can have both a customized learning experience based on their strengths, challenges and opportunities, and time with their own team to discuss the applications of their collective learnings.

Since the transition from offering individual role specific forums, one at a time, to the team forum concept, several customers have reported to us that they returned home with significant change processes that have improved their ministry. Teams had the opportunity to discuss and process much of what they learned during their individual forum experiences, resulting in accelerated implementation of change once they returned to their home churches.

At the request of our customers, we have added several new forums that will enhance the team experience and accelerate change.

What are the existing forums?

These are the forums we have done most frequently through our history.

- Senior Pastor
- Executive Pastor
- Business Administrator
- Worship Leader
- Small Groups Director
- Missions Pastor
- Family Ministry Director

What are the new forums?

Several of the new forums are built around lay leadership roles - such as the Chair of the Governing Board and Key Lay Leader. Other new forums are built around operational and specific ministry roles.

Quite frankly, we don't know who these people are in your church. We are relying on you to guide us in this selection process.

Chair of the Governing Board - This forum is for the leader of the governing board. Various titles are attributed to this position, such as chair of the elders, vestry, deacons or board of stewards. This person usually serves as the key officer of the church and is not on staff. We will also include those who will assume the role of board chair in the upcoming year - such as the vice chair or chair-elect.

Key Lay Leader - This forum has been held in the past but is constantly being refined. It is designed for the person who has served in a variety of roles within the congregation. They may have been a past chair of the board or led significant projects such as a stewardship or a building campaign, or a pastor search process. They are the senior pastor's "go to" person to garner feedback and insight, and may have filled an official or unofficial role.

Executive Assistant to the Senior Pastor - This forum is for the full time staff person who serves the senior pastor as his or her key administrative manager. They usually assist the pastor with scheduling, correspondence and administrative details to ensure that the pastor's office operates with effectiveness and efficiency.

Director of Equipping Ministry - This forum is for paid or unpaid church leaders who are responsible for building and managing equipping systems and teams that result in connecting people inside and outside church walls. This functional role is often filled by various persons - executive pastors, directors of lay mobilization, volunteer coordinators, and pastors of small groups, assimilation, outreach, membership and discipleship.

We are also offering new forums for several new roles on the operational side of large church teams.

Operations Director - This is designed for the person who directs the overall internal operations of the church facilities, including maintenance, finance, food service, logistics and sometimes, technology. There are some variations in the position's scope and title, but the central task is to build and oversee the somewhat hidden systems that enable other staff and volunteers to do their job. This is not the role of business administrator or executive pastor. We have other forums for those roles.

Communications Director - This person usually oversees the external communications of the church. This includes oversight of marketing, branding, general communications, Web and media (electronic and print). At times, this person also serves as the spokesperson for the church to the media.

Church Technology Director - This individual usually leads a team of staff and volunteers who serve the church's technology needs, including Web and internal computing services. They may also assist in worship through the use of projection, sound, lighting and other technologies.

Young Adult Ministry Leader - This person usually directs a team of people who work with targeted young adult ministries. Other names for this role include Gen X pastor, college pastor and young marrieds pastor. Still others lead a "church within a church" program. Some have a separate worship service or experience each week targeting this age group. Many churches have given separate names to these types of worship experiences.

Finally, we have added some new forums that are enhancements to the forums we have offered in the past. We have segmented one large age bracket into smaller, more targeted age ranges.

Children's Pastors and Directors - Two different forums have been designed for this role. Children's - Younger is for the person who oversees ministries for infants and children up through 6 years of age. Sometimes this role is the preschool pastor or director, or has a customized name based on the church context. Children's - Older is for the individual who oversees ministries for children between 6 and 12 years of age. Both roles include directing and leading ministry within a specific age bracket.

Youth Pastors and Directors - Two forums have been designed for this role, each focusing on a targeted ministry age group - those serving Junior High/Middle School students, and those working with High School/Older Youth.

The forums this November are reserved for those churches with over 3000 in average weekly worship attendance.

We will offer a Team Forum next February for those churches over 1000 in average weekly worship attendance.

For more information on all these experiences, please call our Customer Service Team at 800.765.5323.

More information about our two open events in November -

The other experiences for the week include the Advance Scout Briefing: New Movements in Architecture and Facilities on Monday November 5 and Tuesday November 6. This 24-hour briefing will feature presentations and interactive discussions. It ends before the Team Forum. The cost for this briefing is \$225. This experience is open to all church leaders, regardless of church size.

The Coaches Workshop focuses on developing Teaching Church Systems. These systems help healthy churches coach other congregations to health. This 24-hour workshop will be held concurrently with the Team Forum. The cost for this workshop is \$225. This experience is open to all church leaders, regardless of church size.

You may find further information on our web site at www.largechurch.org. You may register online as well.

If you haven't signed up to receive the LN Advance Scout Online: Charting New Maps with Large Church Leaders, please do so by clicking over to www.largechurch.org and then tapping the e-xtra! Button to be added to the list.

Thanks for all your support of Leadership Network.

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July 29, 2001

Number 8

"Science may have found a cure for most evils; but it has found no remedy for the worst of them all - the apathy of human beings." Helen Keller

- HIGHLIGHTS FROM THE RECENT ECHURCH CONFERENCE AT WINDSOR VILLAGE
- SPOTLIGHT ON TWO NEW FORUMS

Why not forward Update to a friend today?

Warren Schuh of our team recently attended the "eChurch" Conference at Windsor Village United Methodist Church in Houston, Texas. Pastor Kirbyjon Caldwell and the rest of the Windsor Village team led a practical learning experience for church leaders.

Rev. Caldwell is a frequent attendee of Leadership Network Learning Adventures and will be one of the featured presenters at the upcoming New Century: New Church 2 Conference in San Diego. You can read more about that below.

For those that don't know Kirbyjon or the ministry there at Windsor Village, check out their web site at www.kingdombuilder.com.

In one of his presentations he spoke of "Executing Excellence Through Human Capital." Here are the high points.

1. Next to the Lord, people are the most important asset for making a vision reality. Our work happens through other people. The role of the leader is not to do all the tasks but to enable all the tasks to happen through others.
2. A leader's primary responsibility is to choose the right people to do the right thing at the right time with the right resources.
3. The wrong people will cause the right product to fail. Many a great project, task or effort has failed due to the lack of the right leader.
4. The right people have to have spiritual capital. Do they believe in Jesus Christ? Are they a Christian? We must seek persons that operate in the power of God and not the power of themselves.
5. The people have the right intellectual capital. Do they know the job? Are they competent? Do they have the capacity to learn the task asked of them?
6. Do they have the right emotional capital? How do they see themselves? Do they have the right character? Do they have a balance of passion and reserve to guide them in their leadership task?
7. The right people have the relational capital. Do they influence stakeholders positively? Are they a change agent? Can they work in the highly relational environment of a church?

Check out the web site of Windsor Village and look in on their upcoming prayer conference in October. www.kingdombuilder.com. Their next eChurch Conference will be April 10-13, 2002.

Spotlight on Two New Forums added to the Leadership Network Team Forum

On November 6-8, 2001, Leadership Network will hold its first ever peer learning Team Forum limited to churches above 3000 in weekly worship attendance. This experience is designed to bring together practitioners from multiple roles in the same congregation to meet with their peers to sharpen their perspectives and practices.

We have added several role specific forums that we have never offered before. Two will be featured in this issue of the Advance Scout Online. We need your help in locating innovative practitioners in these fields. Both of these are emerging roles in large churches.

The first one for this week is the Operations Director - This is designed for the person who directs the overall internal operations of the church facilities, including maintenance, finance, food service, logistics and sometimes, technology. There are some variations in the position's scope and title, but the central task is to build and oversee the somewhat hidden systems that enable other staff and volunteers to do their job. This is not the role of business administrator or executive pastor. We have other forums for those roles.

The second one is for the Communications Director - This person usually oversees the external communications of the church. This includes oversight of marketing, branding, general communications, Web and media (electronic and print). At times, this person also serves as the spokesperson for the church to the media.

Are you a large church over 3000 with a staff person in one or both of these roles? We have a good sampling of these roles but know that there are many more in these roles that we don't know. We want to improve their ministries by connecting them to others with similar gifts and passions.

Please email Warren Schuh with the names of staff persons in these roles that you know so they can be invited to the Team Forum. Email Warren directly at warren.Schuh@leadnet.org.

Feel free to forward to a friend

November 1-3 Week - Ideas. Innovation. Impact.

November 5-9, 2001 with the following experiences offered:

November 5-6 - New Movements in Architecture and Facilities (this event is open registration)

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New Century: New Church 2 - September 23-26,2001 in San Diego, California. Over 800 people are now currently registered.

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return home with a toolbox filled with ideas, resources and connections!

KEYNOTE SPEAKERS INCLUDE...

Alan Webber, cofounder and editor of Fast Company magazine; Kirbyjon Caldwell, senior pastor of Windsor Village United Methodist Church in Houston; Wayne Cordeiro, senior pastor of New Hope Christian Fellowship in Hawaii; Erwin McManus, cultural architect of Mosaic in Los Angeles; Ken Blanchard, chief spiritual officer of The Ken Blanchard Companies; and Sue Mallory, executive director of Leadership Training Network. See www.ltn.org for more information.

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LN Advance Scout Online: Charting New Maps with Leaders of Large Churches

A bi-monthly e-publication for advance scouts of the emerging church.
August 14, 2001
Number 9

"You just don't luck into things as much as you'd like to think you do. You build step by step, whether it's friendships or opportunities." Barbara Bush

- NEW ADVANCES IN CHURCH BUILDINGS AND ARCHITECTURE
- EVENT NOTES - WHAT'S SOLD OUT AND WHAT'S AVAILABLE

Seventy Percent. 70%. That is the percentage of churches connected to Leadership Network that are either planning or building a new facility for their congregation in the next two years. (In fact, if you have a friend in this position, you might just want to hit the forward button and send them a copy of this email.)

When we analyzed that information and talked to some of our key friends, we decided to host a briefing on New Movements in Architecture and Facilities in order to help those in this process talk through some important issues. We turned to an old friend for some guidance, and luckily he has been kind enough to design a briefing for Church Leaders around the topic without the usual sales process that goes on at these types of events.

Linda Stanley, Leadership Network Special Projects Director, recently had the opportunity to interview Keith Crouch, the program designer for our New Advances in Architecture and Facilities briefing to be held on November 5th and 6th. (See more details below) Here are some excerpts:

Linda Stanley: Keith, tell us about yourself and your ministry.

Keith: I am Director of the Church Facilities Center for the Baptist General Convention of Texas in Dallas, Texas. I am a registered architect but I also have church staff experience. Most of my commercial experience has been in church architecture.

For the past 14 years my full time ministry has been consulting and planning with churches. My calling is to assist churches in making decisions that set direction in developing effective buildings and property for their ministries. For over 21 years and more than 2,000 consultations, I have seen some quality architecture. However, often the wrong facility was constructed in a disadvantageous location, and planned with the wrong emphasis, hindering what the church wants to do now.

Linda Stanley: Keith, in church architecture, what are some of the trends you are seeing today?

Keith: I would have to start with imagination. Innovative church leaders have an incredible imagination for ministries and experiences, and architects find it exciting and challenging to design for these leaders. Churches are trying to do so many different things to engage people for Christ in a variety of ways, that it takes flexible, unique interior and exterior spaces.

Constructing a very large, economical building is a growing trend. Media technology is sweeping as a big wave, also. Most people are aware of the production media in the worship areas, but we are seeing many student ministry areas loaded with sound and video equipment. Some large churches are choosing to provide permanent video projection and computer connection in large rooms because it is more cost-effective. Other uses for technology include security monitoring in children's areas.

Circulation and gathering space continues to be a major trend area, and this has some of the greatest impact on the church campuses. These spaces reveal the success or failure in master planning a campus, and are important for church fellowship.

A growing trend is the design-build approach where one company is hired to provide architectural and construction services under one contract. Churches are involving the construction company much earlier in the process even with traditional architectural services.

Another growing trend is the municipal approvals process for site development. Large innovative style churches often are in fast growing areas of the country, and they attempt building programs of a scale and function that does not fit the norm. A local building official's interpretation of codes and ordinances is a recipe for delays.

Linda Stanley: How has your view of architecture changed over the last few years?

Keith: I've explained to church leaders my role is not so much to prepare drawings as much as it is to help the church make owner decisions that set the most effective direction for campus development. This includes buildings, but timing, budget, communication and possibly most important, opportunities.

My focus has significantly moved to helping churches gain knowledge and understanding of master planning so that, at the right moments, God can lead church leaders in His wisdom. I strive to lead a team or committee to evaluate the parameters and most effective balance of capacities at each stage of the master plan. This approach positions the campus development in a way that doesn't hinder creative church leadership and effective ministries in the future.

Linda Stanley: Can you give us a preview as to what will be covered in the Architecture Briefing?

Keith: Over the years our Church Facilities team has developed a format for the overall planning/construction process into four major categories. At the briefing we will move through these areas:

Discover - Vision, philosophy, objectives
Evaluating current conditions, capabilities
Opportunities

Plan - Determining project parameters for quantity/quality/budget capability
Balanced capacities model and programming

Design - Determining architectural/engineering options
Understanding relationships of players involved
Developing project schedule
What does your architectural theme say about you?

Construction - Determining construction method
Construction process
Local municipalities

Linda Stanley: Could you explain the key concepts?

Keith: One key concept of this forum is collecting all the creative ideas church leaders have and examples they know about into the four basic categories described above. This provides a foundation for knowing when certain decisions need to be made and how to evaluate them. There will be a strong focus on the factors that set direction for your building program.

Another key concept is the Balance of Capacities. Often church leadership teams and their architects focus so much on the proposed building project that they overlook the domino effect on other aspects of their campus that will be under-sized when the new building is provided.

Learning from other churches about the journey through a building program may be the best part of what we gain at this architecture briefing. Each project begins a life of its own and learning from others is some of the best preparation for a realistic expectation of your program.

Linda Stanley: Could you describe the event format for the Architecture Briefing?

Keith: The Architecture Briefing will take place on a Monday afternoon and a Tuesday morning. The format will be alternating presentation and forum style. We will move through the four basic categories to learn principles, factors and organization. There will be PowerPoint photos and testimonials from church leaders about their building programs. We'll have group interaction discussion and brainstorming sessions mixed in with the structured presentation times.

Linda Stanley: Who should attend this Briefing?

Keith: The Briefing will be for church staff and lay leaders that form the planning teams and committees for their church. This would include pastors, church administrators, ministers of education, planning team chairman and committee, finance/fund-raising team leader.

Linda Stanley: Why should someone take the time to come?

Keith: To gain a foundational base for making more effective decisions. Your learning curve will accelerate and the view will be great when you can see from the top.

Linda Stanley: What will I take home? What are the practical implications?

Keith: The briefing will give you a point of orientation. You will know where issues and concerns fit in the overall planning, design, and construction process.

Practical implications include learning the factors for owner decision-making relative to programming buildings and property.

Linda Stanley: Will there be handouts, PowerPoint presentations, or other materials from the Briefing to take home?

Keith: There will be handouts of the PowerPoint presentation and handouts of the outline. There will be diagrams for relationship models, charts for project parameters and balanced capacities. But it will really be necessary to be there to understand the implications of the handouts.

Linda Stanley: Do I need to do any preparation before I come to this Briefing?

Keith: Even as we forecast some numbers during the presentation times or if you would like to have an individual consultation during the free time it would be very beneficial to bring the following to the Briefing:

- * Small map of your property with building and parking locations
- * Reduced sized diagram of all building floor plans with room assignments
- * Figures of attendance for worship, small groups bible study rooms on campus
- * Current worship capacity, dining capacity and total small groups capacity
- * Total Number of parking spaces available and total number of acres of property
- * A few photos that show a panoramic view have the overall property and major circulation/gathering spaces.
- * (There are some mapping and aerial photo websites that may show your property)
- * Reduced copy of your proposed building project floor plan

Linda Stanley: How will this Briefing benefit Church Staff Leaders?

Keith: A significant portion of your successful building program is communication among your teams and communication with the congregation. Learning what you need to know to develop a project schedule for all players involved will enable a smooth program and provide a great experience for your church.

We have an additional article available on the briefing that we can fax to US subscribers if they have more interest in church architecture issues. Please send your name and fax number to dave.travis@leadnet.org.

Here is more about this learning experience and the others offered during that week:

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OTHER EVENT NOTES

The Multi Site Focus Forum is now on Waiting List only status. We will plan a briefing for 2002 around this topic.

The Large Church Team Forum in November for Churches over 3000 in average attendance is filling up. Please call or go online soon if you desire to attend.

We will release information about a special Learning Adventure with Southwest Airlines in the coming weeks so watch your mail and this space for more information.

If you desire to inquire about an invitation to any of the above events, please email directly to dave.travis@leadnet.org

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"Many a false step is made by standing still." Chinese Fortune Cookie

- LARGE CHURCH SURVEY DATA

Back in mid-July, our Large Church Networks team made one of our regular scouting trips into an area to meet with leaders of churches. We traveled around the New York City Metro area and sat down with leaders invited by our hosts in Connecticut, Manhattan and Brooklyn. It was a profitable time of mutual learning and discussion.

While in Connecticut, we visited with our friend, Scott Thumma of the Hartford Institute for Religion Research. Scott is one of the few academic researchers in the country who has a passion to study large churches and their contribution to US congregational life.

Last year, working in conjunction with the Faith Communities Today Project, Scott led a study within a study focusing on the uniqueness of Megachurches. The Faith Communities Today project was sponsored by several groups, including the Lily endowment, to study congregations' makeup, worship style, size, and a host of other factors. The Megachurches Today section of the study focused narrowly on those churches with more than 2000 in weekly attendance.

The complete report can be found at:
www.hartfordinstitute.org/org/faith_megachurches_Factssummary.html.

Here are some of the highlights. All of the data gathered is self reported by the respective churches and is subject to some bias. In addition, you have the bias of whoever was chosen to complete the survey for the church. In spite of these factors, we believe there is some good data that tracks closely with some of our own experiences with Large Churches.

Dr. Thumma states very clearly at the beginning of his report: "Whether we like it or not, very large congregations are viewed as trendsetters of the contemporary Christian world." We agree. In fact, at Leadership Network, we apply the bulk of our staff time to serving this type of congregation for that reason. We believe that by working with these trendsetters, they help accelerate the emergence of other effective churches. We tend to work with churches over 1000 in weekend worship attendance, while this survey was just for those churches over 2000 in attendance.

* The average size in weekly attendance was 3857. Almost 15% of the churches responding reported 6000 or more attendees.

* Two thirds had planted new congregations. The majority had planted less than five. This tracks with our own findings that more and more of the congregations we serve have a vital interest in extending their ministries through church planting. (This will probably be the subject of a special interest forum next year. If you have a particular interest in church planting, please advise us by email. See below.)

* Around 25% have satellite worship sites. This also tracks with our findings and helps to explain the recent sold out multi campus/multi site forum.

* For the most part, these are growing congregations. In the last five years, 75% of these churches report growth rates above 10%.

* The states with more numbers of these kinds of churches responding were California, Texas, Florida and Georgia.

* Approximately 75% of these churches are found in older or newer suburbs of larger cities.

* In contrast to the belief that most of these churches are brand new, the majority reporting were actually founded before 1961. However, 66% have relocated since 1970. This can lead a church to act like a new congregation.

* As for their service times, almost 50% have a service on Saturday, 20% have a Friday service in addition to Sunday mornings. More surprisingly, 65% have Sunday evening services. Forty-eight percent have three or more services. This tracks with our general finding that the way to growth is led more by the multiplication of services rather than focusing on one or two times for worship in a larger facility.

* Tracking with most of our experience with large churches is the finding that 76% require new members to take a class prior to being admitted into official membership. We find this true even for those congregations that do not keep official membership. Most require regular participants to be assimilated through some sort of process.

* Though Dr. Thumma seems surprised that: "nearly 50% thought the statement that their church feels like a close knit family described them very well," we are not. We have seen most of our clients employing various means over the last decade to make the church feel smaller, while actually growing larger.

* In service to their communities, the survey shows the reality that most of these congregations have very active social ministry programs. It explodes the myth that these "tall steeple" churches are not involved with their local communities. Unlike smaller congregations, these megachurches were more likely to assume ownership of a social ministry in their community rather than combining with other congregations to do the ministry.

* Many of these churches sponsor a pastor's conference or other training conference or school. Forty-seven percent have a conference, 30% have a Bible School or institute and 42% have their own Christian school.

* On average, the senior pastor is 52 and has been at the congregation 12 years. The average age for our Senior Pastor events is slightly lower. We have seen an influx of younger pastors in recent years.

* Even though two thirds of these churches are connected to a denomination, they describe their connections as loose and tenuous. That has been our experience as well. These churches are actually more likely to participate in activities with churches outside of their own denominational tradition than with other churches inside their tradition.

So what does one do with this data? Data is good to examine to get a sense of norming. Many of the leaders with whom we work have never been in a large church besides the one they are in now. They have little sense of what is "normal" between their church and another. This is one of the roles Leadership Network has played throughout the years. Our events and reflections provide these leaders with a sense of "I am not crazy, other

congregations are facing similar issues" that are unique to Large Churches.

This is especially true with lay leadership of these large congregations. While the senior leadership staff team generally has wider networks of contacts in larger churches, lay leaders rarely do. For this reason we have added key lay roles into our forum process as well as making sure we include these leaders into our special learning opportunities. When these lay leaders participate in these experiences they have a much better outlook on their own congregation's future direction.

Follow-up from the article:

- (1) We are tentatively planning a special purpose forum in 2002 that will include those congregations with active church planting programs. If that describes your congregation, please send an email description to dave.travis@leadnet.org.
- (2) In February 2002 we will sponsor a special briefing on the multi site/multi campus idea. To receive information and an invitation, please email your request to dave.travis@leadnet.org.
- (3) We also have tentatively planned a special purpose forum in 2002 focusing on congregations' connection to its community through various externally focused ministries. If this describes your congregation, please send a description of its externally focused ministries in order to be considered for an invitation to dave.travis@leadnet.org.
- (4) Begin thinking now of the lay leaders that you need to encourage to attend one of our future events such as the team forum in November. We have planned several special places just for their involvement. See the specific below for the upcoming list.

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"Although the world is full of suffering, it is also full of the overcoming of it." Helen Keller

- MULTI SITE/MULTI CAMPUS - THREE APPROACHES
- CARRY ON

Why not forward Update to a friend today?

Last week we hosted a special forum for those congregations that have more than one primary site or campus. While the tragic events of last week prevented some of the participants from attending the forum, we were able to gather over 65 practitioners of the idea.

In this week's Advance Scout, I will describe three of the approaches that are currently being utilized in this idea. In a future Advance Scout I will describe other approaches.

These descriptions are based on my reflections from the conversations, surveys and other descriptions the participants provided. The practitioners may not agree with all I describe. Our team last week included Carol Childress, Linda Stanley and Warren Schuh. We decided to hold this forum because many of our friends were engaged in this multi site approach, or considering a key shift in their ministry to the idea. It is my hope to produce several documents that can help strategic leaders begin to wrestle with key questions around the concept.

ONE BIG IDEA

The one big idea is the approach used by our host church, Community Christian of Naperville, Illinois. This church began in 1989 and currently runs about 2400 in two campuses. Next month they will open their third campus and within a few more months, a fourth. There are several interesting concepts applied by the Community Christian Team.

First, all of the congregations - have worship and small groups built around the same "big idea" each week. Two of the campuses have identical worship experiences, albeit with different leadership at each. The worship teams, teaching teams as well as support teams engage in a common planning and training time. The North and South campuses are very similar in that regard. The newest additional campus will be in an adult only community. While sharing the same big idea for the week, the worship team and teaching team will slightly customize their styles to meet the needs of its target community. The fourth location is presently being strategized.

Secondly are the various places where the campuses are housed. The North Campus now has a permanent facility owned by the church. It has a large activity room as well as office space for the staff. The South Campus, 12 miles away, was developed in partnership with a local development company. The church holds a long term lease agreement to provide various types of programs within that facility including those directly tied to the church. The third campus leases space in the community center of the adult only community. The upcoming fourth location was an older church building that has now been given to the church by the former congregation.

The third interesting item in their approach is the solid approach to a staff team this church currently uses. Their approach is deep in leadership at many levels. As a small example, the lead pastor, Dave Ferguson, is not the primary teaching pastor or communicator, or even the campus pastor at any one location.

To find out more about Community Christian, check out their web site at www.communitychristian.org. Their long term vision is 10 campuses, 200 congregations and 100,000 Christ followers.

A PLANTING STRATEGY

There were several congregations that fit this idea but the most evolved was the New Life Christian Fellowship Movement based in Chesapeake, Virginia. We actually had several other congregations named "New Life" as well including another one from Virginia. The New Life - Chesapeake area approach currently has 6 congregations with a total attendance of over 2200. The initial site has 500, the largest site has 700.

This congregation moved from a one-site model in 1994 and chose their approach as an alternative to a building program. Their model is "one church, one vision, one mission and the same core values." There is one Senior Pastor and Board with one treasury and one central administration. New congregations are reproduced by a planter and a core of members from the other congregations. The new congregations all have a unique "lead pastor" that serves as the primary shepherd for the individual congregations. There is a Senior Leadership Team comprised of the Senior Pastor, Executive Pastor and the Lead Pastors.

Bobby Hill is transitioning from his former role of Senior Pastor into the role of general overseer of the movement. The ministry has moved in several phases of development. They are beginning a transition from high centralization to a more decentralized approach. In their current stage of development the central church is now empowering the lead pastors and encouraging them to develop new teams for planting new congregations. The leadership of missions, equipping and administration is still handled through the central church. The new design has a cluster of stronger congregations helping to establish new congregations.

On the technical side, most of the properties used are schools. The closest proximity is two miles between locations.

THE VIDEO VENUE

In previous Leadership Network e-publications we have mentioned the approach taken by North Coast Church in Vista, California. Their congregation currently has 12 worship options for their adult attenders. Eight of these options are on-site video venues, and one is an off site video venue. The other three are currently worship experiences with live teaching in the main auditorium.

To North Coast, a video venue is a site with a targeted worship experience with a unique feel in each venue space. It is not an overflow video-fed room. It is an experience with live worship, in some cases food and coffee, and a live host. During the teaching time, a full screen video of the message is shown. Each of the venues has a medium sized to small church feel while at the same time sharing the resources of a large church.

In the beginning of their experience, 10% of the adults chose to attend a video venue. This allowed for more seats to be opened in the main auditorium. Currently 60% now choose a video venue. The growth of options in this short time has led to strong growth of total attendance at all services.

Larry Osborne, the lead pastor, admits they stumbled onto this in the early days but are now making it a part of their strategy going forward. This will include the design plans for their new facilities in the future. There is an excellent slide presentation on the church's web

site at www.northcoastchurch.com. In addition, this church, along with Heartland Community in Rockford, Illinois and Carl George will present a workshop on January 17-20 of next year on this specific approach. To get more information please email Sharon@northcoastchurch.com

MORE TO COME

In the next issue of the Advance Scout we will bring you more approaches to this idea. In addition, we will host a special Advance Scout Briefing on this topic on February 4-5, 2002 in Las Vegas, Nevada to discuss a variety of approaches to this idea. Please watch your email and mail for more details.

CARRY ON

It seems almost unreal that I wrote in the last edition of this publication of our New York City area scout trip back in July. Now that place has changed.

Since last week we have heard from many of our friends in that area and they are weary but carrying on. I was touched by several messages sent to me from Canadian pastors in our network that are sending messages of prayer and other support to our leaders. We will carry on because we feel with have important, life changing, church changing work to carry on.

We make it a habit to regularly pray for the leaders we serve. We will be praying for God's strength to sustain you in this time of challenge.

Dave Travis, on behalf of the Leadership Network team.

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"What you spend years building may be destroyed overnight. Build anyway."
-- Mother Teresa

- MULTI SITE/MULTI CAMPUS - THREE MORE APPROACHES
- UPDATE ON THE VERY LARGE CHURCH TEAM FORUM

FEEL FREE TO FORWARD TO FRIENDS

In the last issue of the Advance Scout we carried a summary of three different approaches to the multi site/multi campus approach. These approaches had representatives at our recent multi site forum in Chicago.

Today's issue presents three other approaches to the idea, distinct from the previous ones. It is fascinating to see the variety of ways that churches are finding to apply this idea. There is no "one right way" when attempting this concept.

(1) THE "RING THE CITY" APPROACH OF EASTERN STAR BAPTIST

Eastern Star Church is located in Indianapolis. Pastor Jeffrey Johnson Sr, has been the Senior Pastor since 1988. Their approach, as outlined by Deacon and Chief Operating Officer Robert Wright, is to be one church in three locations. These locations ring the city of Indianapolis. There is the main campus which the church built in October 1994. It has two services and seats 2200. The second campus, called the Northeast campus, is located 12 miles from the main location seats 700 and has one service at the present time. It uses a School Gymnasium as a meeting place.

The Northwest Campus is 18 miles from the main campus and uses a renovated warehouse facility to seat 1400. There are presently two services in that location. That location was started in November of 1998. Both locations were chosen on the membership demographics derived from a zip code survey.

At the present time, the Senior Pastor preaches four of the five services held at on Sundays. There are four very strong choirs to help lead worship and the order of worship is the same at all locations. They are tied together by a very tight administration and organizational structure and effective written communications to members.

The approach allows more members to serve and more opportunities for leaders to be developed at each location. The outreach of the church is extended to new neighborhoods and growing areas of the community.

To read more about Eastern Star, check out their web page www.easternstarchurch.org.

(2) THE GARDEN AND THE GARAGE

Indianapolis is also the site of another approach to the idea of the multi site approach used

by the St. Luke's United Methodist Church. St. Luke's is located in north Indianapolis and has about 3000 in worship each weekend in its 10 different worship services. The lead pastor is Kent Millard. Linda McCoy is the pastor of "The Garden" called "a blossom of St. Luke's United Methodist.

The Garden meets at the Beef and Boards dinner theater 4 miles from the primary location. The Garden started in 1995 and now reaches over 800 persons in three services each Sunday. The mission statement of the Garden: The Garden seeks to engage all in the quest to know and share the unconditional love of God. While the worship services at St. Luke's are described as "spirited traditional", they are also adding other approaches to worship at St. Luke's main campus. The Garden worship is casual, upbeat and is held around food and tables there in the dinner theater.

You can visit their web site at www.the-garden.org. Dr. McCoy and others from their team have presented workshops to several different denominations about the concept and they have been featured in several mainline publications.

A twist on the same idea comes from another mainline congregation, Bethlehem Lutheran Church of Minneapolis, Minnesota. Bethlehem Lutheran's Senior Pastor is Chris Nelson. Bethlehem Lutheran was doing a good job in growing and reaching young families. They have grown from 700 to 1200 in weekly worship attendance in the past few years. But they also saw that they were not reaching a number of people who were a bit younger.

After careful study and reflection, the church called a pastor and musician and commissioned them to start a new expression no, known as "Spirit Garage." The Garage is a separate congregation that uses a theater for its meeting space but utilizes Bethlehem for some office and small groups. Pam Fickenscher is the pastor of Spirit Garage. The Spirit Garage leadership has operational and creative freedom to develop what is necessary for the ministry to thrive. You can see their web site at www.spiritgarage.org.

Whereas the Garden tends to reach a broad age base, the Spirit Garage is laser targeted on a certain demographic profile. They would say that the demographic is that of the uptown neighborhood where they are located. This neighborhood is full of urban singles, coffeehouses and theaters.

(3) TWO CAMPUSES IN TWO MILES

Upper Arlington Lutheran Church is in a northwestern suburb of Columbus, Ohio. An interview with its Senior Pastor, Jim Wessel, appeared in an issue of our Leadership Network Explorer #29 back in January of this year. If you are not a subscriber, see below about signing up for another Leadership Network e-publication.

A few years ago, Upper Arlington was prevented by the city from expanding its original site. Instead of just re-locating, the church purchased a 34 acre site two miles away and built a second campus. They now see themselves as one church in multiple locations.

In their approach they use multiple teaching and preaching pastors across their various services. All four of their pastors preach regularly at both campuses. All the pastors use the same text and themes. However, there are multiple worship styles at both campuses. There is a traditional Lutheran liturgy, a contemporary, informal worship service, and a "Life to the Extreme" service.

They believe that a seamless technological link helps to bridge the feeling of one church between the campuses. Although the staff offices are spread between the two campuses, the computer network, phone network and other devices make it seem like one campus to the staff and key workers.

When they built the second campus, they also invested in refurbishing the new campus with technology, paint, carpet and other items to show their commitment not only to the new ministry, but also to the existing site.

The church will continue to look for new opportunities to grow its influence and ministry, including possibly a third site. To see more of Upper Arlington, check out their web site at www.ualc.org.

MORE TO COME

In a future issue we will address some of the special challenges that participants mentioned in implementing the multi site/multi campus approach.

In addition, we will host a special Advance Scout Briefing on this topic on February 4-5, 2002 in Las Vegas, Nevada to discuss a variety of approaches to this idea. Please watch your email and mail for more details.

COMING IN NOVEMBER - SEE NEW FORUMS BELOW

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November 9 - Vision for an Equipping Church One Day Seminar (this event is open registration)

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Special Forums offered for lay leaders:

Chair of the Governing Board - This forum is for the leader of the governing board. Various titles are attributed to this position, such as chair of the elders, vestry, deacons or board of stewards. This person usually serves as the key officer of the church and is not on staff. We will also include those who will assume the role of board chair in the upcoming year - such as the vice chair or chair-elect.

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Executive Assistant to the Senior Pastor - This forum is for the full time staff person who serves the senior pastor as his or her key administrative manager. They usually assist the pastor with scheduling, correspondence and administrative details to ensure that the pastor's office operates with effectiveness and efficiency.

SOME OTHER FIRST TIME FORUMS:

* Church within a Church, Targeted Ministry Forum - this forum is for the primary leader of a church within a church or similar targeted ministry within a larger church. These ministries usually have their own worship and small group systems that are different from the larger church body. At times they have a different name and image from the larger church body. But the staffs of these targeted ministries are teamed with the larger church staff of the whole congregation.

* Senior High School Ministry - this forum is for the primary leader of the Senior High Ministry within a Large Church. It would also include the Student ministry or youth pastor that gives overall direction to the entire youth ministry.

* Middle - Junior High Ministry - this forum is for the primary leader of the Middle School or Junior High School ministry within a Large Church. This person may be supervised by the Student Ministry or Youth Pastor or may be a separate ministry altogether.

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LN Advance Scout Online:

Charting New Maps with Leaders of Large Churches

A bi-monthly e-publication for advance scouts of the emerging church.

October 18, 2001

Number 13

"The person who does not worry about the future will shortly have worries about the present." Chinese Proverb

- THE SOUTHWEST AIRLINES LEARNING ADVENTURE
- THE ECONOMIC OUTLOOK FOR CHURCHES IN 2002, NEED YOUR HELP

FEEL FREE TO FORWARD TO FRIENDS

We want to share a special learning opportunity with our readers this week. For the past two months we have been working out the details of a special learning adventure program, exclusively for our Leadership Network friends, with Southwest Airlines. Our Learning Adventures always push our friends to the edge to explore concepts from outside the "normal church world" in order to bring the best ideas into churches that can be used for kingdom work.

It seems that in every business magazine this month there is a story about Southwest Airlines. It is surviving the downturn in travel. It is the best capitalized airline in the nation. It does all this with a fun, can-do spirit.

Carol Childress, our information broker at Leadership Network, has been on the team to help plan this experience. She spent some time this week with the top managers and provided us with the following interview.

AS: Why did LN decide to do a Learning Adventure with Southwest Airlines?

Carol Childress: We've been listening to pastors talk about the challenge of shaping an internal culture that really empowers everyone and can be sustained, especially through periods of intensive growth. Since we're always looking for places that are "outside the box" from which leaders can learn, we thought about organizations that have been successful at creating and sustaining a "releasing" type of culture while at the same time rapidly expanding their operations. We realized one of the best examples in the country of that type of organization is right here in Dallas. In fact, they are located five miles from LN, almost in our back yard.

Southwest Airlines is known for its ability to focus on mission while investing in people. It is recognized as a leader for its innovative practices and strategic direction. Embedded in its culture are deeply held values that are reflected in its performance and employees. Consistently, Southwest is cited as one of the top ten U.S. companies for which to work due in large measure to its organizational culture.

AS: Why are you so excited about this particular Learning Adventure?

Carol Childress: You don't have the space in Advance Scout to list all the reasons why I believe this is going to be an exceptional Learning Adventure! But here are a few. One is because this Learning Adventure seems destined to happen in a special way. When we made our initial inquiry, we were rejected. We were told that four years ago, Southwest stopped doing "Culture Days" during which they shared about the "Southwest Spirit" to business and industry leaders. But then we discovered someone in our network of

relationships who was a Southwest "insider," a woman of deep faith, and who believed in what we wanted to do. She has been invaluable in helping us custom design this experience and connecting us to the right people to make it happen.

Another reason is the quality of the people who will be our resources. We will be learning from some of the very best senior leaders at Southwest in the areas of operations, customer service, in-flight, marketing and leadership development. We're also going to hear from many other great Southwest employees who are on the front line and overflowing with the "Southwest Spirit."

AS: With all of the uncertainty in the airline industry, why are they doing this for us?

Carol Childress: I think it is a combination of the "can do" attitude of their employees and their culture. During this time of crisis, Southwest is living out their culture and values. After September 11, we contacted them to discuss postponing or even canceling the Learning Adventure. Their leaders told us, "No, we want you to come; we are committed to doing it." This is from senior leadership of the airline who have been working day and night to get planes back in the air, re-work budgets, flight schedules and training operations, and serve their customers. Historically, Southwest has been at their best when faced with a challenge, from the early days of the airline when they struggled to just get launched to this current crisis. The difference has always been their people. We've been fortunate in planning this Learning Adventure with people who are not only key leaders at Southwest, but who are also active in their local congregations. They're like, "Wow, you want to bring ministers to learn from us? Come on!" What the participants will learn from Southwest Airlines about creating a culture that empowers people is important now more than ever.

AS: What will participants experience?

Carol Childress: If you've ever flown on Southwest Airlines, you know they are not your "business as usual" airline. And there is nothing normal about their headquarters, ramps and gates or training center, either! Our opening session will be lead by Rita Bailey, the director of Southwest's University for People. We'll spend Thursday morning at Southwest Headquarters where even the design of the physical space speaks to their culture. Actually, it doesn't speak, it shouts their culture! In the afternoon, we'll be at Love Field, SWA's "home" airport for interaction with front line employees and customers. They call it LUV Field and it also houses the University for People that will be our last stop. Dinner will be in University for People's Redwood Forest and then we'll begin our de-briefing of the experience. The new security regulations have caused us to alter a couple of things we had originally planned but the creativity of the Southwest team we're working with has overcome that obstacle, too.

AS: If someone has never attended a previous LN Learning Adventure, how is it different from other learning experiences?

Carol Childress: I think the difference is found in the very words, Learning Adventure. The focus is out of the box learning in places that might initially appear to have a total disconnect with church. There is something about getting out of our comfort zone that allows us to see new approaches to innovation, team building, and cultural understanding more clearly than from our normal perspective. It is also collaborative learning within a group of innovative leaders and the opportunity to connect with other leaders who share what they are learning is one of the greatest take-aways. There are no talking heads but quality time and Q&A with the resource people. We do lots of walking around and immersion into the environment, whatever the venue. Finally, it's just plain, or in the case of Southwest, plane fun.

Thanks Carol. For those who don't get our sister e-publication EXPLORER, written by Carol.

Go to our Leadership Network info web site at www.leadnetinfo.org and subscribe today.

REGISTRATION FOR THE LEARNING ADVENTURE

We have limited availability and space for this learning adventure program. Most of the seats are already taken. Because of their interactive nature, we keep the group size small. It is best to call us as soon as possible to register. After the slots are taken we will start a waiting list. We have had a waiting list for our last two events of this nature and had to disappoint many who attempted to register at the last minute.

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Price: \$495 per person. Does not include housing but does include some meals.

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THE ECONOMIC OUTLOOK FOR CHURCHES

For the past several weeks our team has been fielding some calls from our Leadership Network friends on how churches were doing post September 11. Our data has been sketchy but positive. Now that we are several weeks past the event, we feel we should get better data.

Leadership Network has traditionally played a positive norming function for Large Churches through its forums. In each forum, churches talk about their performance which gives leaders a sense of how their own church is doing.

In addition to this critical face-to-face element, we are adding this electronic means of gathering norming data. We have posted a brief survey link below. Please go to the site and complete the survey and help your church and other large churches in this way. We will get the data back as soon as we can via a future edition of the Advance Scout online.

www.zoomerang.com/survey.zgi?6K5MS2QCLSH7AXKGOJ4J3NA9

If your email program does not support links, please cut and paste this link into your web browser.

Thanks for your help. We think this will help the whole body of Christ to deal with the current situation.

COMING IN NOVEMBER - SEE NEW FORUMS BELOW We now have over 300 people attending during this fantastic week. Still space in some forums as well as the Architecture Briefing, Teaching Church Workshop.

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November 5, 2001
Number 14

"To serve is beautiful, but only if it is done with joy and a whole heart and a free mind."
Pearl S. Buck

- MULTI SITE/MULTI CAMPUS GENERAL ISSUES
- SOUTHWEST AIR LINES LEARNING ADVENTURE UPDATE
- THANKS FOR YOUR HELP ON THE SURVEY

FEEL FREE TO FORWARD TO FRIENDS

MULTI SITE/MULTI CAMPUS ISSUES

Back on September 11 and 12th we held a special forum for those congregations that practice an approach that uses more than one campus or site for primary worship celebrations.

For some previous issues of the Advance Scout we have written of multiple models of this approach. Those issues dealt with a variety of approaches to this idea. We will have several of those present at an upcoming briefing on the topic in February. (see that announcement below)

Some of the Driving Forces seen in various multi site/multi campus approaches mentioned by the group:

- A Church Planting Strategy - as a way to plant churches that will eventually be separate units.
- Targeting a new age group (usually younger) or different psychographic group. This is a way to reach a new constituency that is not reached by the current congregation. Sometimes this is a target population in the same economic and cultural group. Other times it is a design that reaches into the same racial group, but a different economic or cultural group.
- Targeting a new geographical area with the same constituency the church has traditionally reached. Sometimes this is a newly developing suburban area and sometimes this is an in town neighborhood being populated by persons who have been traditionally been reached by the church.
- As opposed to building a new facility on present campus due to space, area growth, governmental restrictions, and changing demographics. In many cases a church has simply built out its existing land space. In other cases, to add to the difficulties, town and city planning boards have obstructed new facility growth for tax or even asthetic reasons. Churches instead choose to start new campuses in friendlier confines.
- To establish a new worshipping congregation based on the worship style/format. In many cases there is a longstanding, center-city church with a traditional style that starts a new site with a contemporary style of worship at a new site.

- As a special purpose "branch" such as an institutional setting, prison, nursing home, etc. These expressions serve these target populations with ministry, service and worship but view themselves as a congregation not just an extra service.
- To reach a new language or ethnicity different from the original congregation. Again, this is the same church, with the same leadership structure, but a new congregation on a new site that helps reach that language or ethnicity.
- To "help" a fellow church of the same denomination. In this case, the healthy church is sometimes asked by their judicatory to take another church under their wing. In most cases the healthy church takes a very strong leadership position over the hurting congregation. The healthy church provides the staff and program for the hurting congregation and eventually absorbs the old church.

While these were the driving forces behind many of the approaches. The approaches also have their unique issues. Since many of the participants were on the staff of these congregations, then many of the issues related to staff.

These included:

- What is the role of Preaching/Teaching Team? In some cases the same preacher/teacher served all the services themselves or through video technology. In other cases, there is a team of preacher/teachers that serve the various sites. In some cases these basically use the same material for each service while in others they are on different tracks. Again, the model chosen determines the issues.
- Role of Campus Pastor - in this approach, the campus pastor serves as the primary visible leader for the particular congregation meeting at that site, but serves the larger leadership of the church in some other role.
- Role of music/drama/arts leadership for each congregation. Many of the congregations, unlike the role of Preaching and Teaching, have multiple music and arts teams that can serve the multiple venues or sites. The question becomes then - how many different types of music and arts can we support? Is it a unified arts team or decentralized? Who helps give direction to those teams? A centralized structure or leader or the campus pastor.
- Maintaining staff focus. When there are multiple campuses, how does the staff stay together as a team? How does the team focus on the issues of the whole and the issues of the parts?
- Which staff and volunteers are critical to start another site? Depending on the approach a church chooses will determine which staff and volunteers are needed.

Each approach has its own unique situations and contexts. At our briefing in February, some of these will be discussed and addressed.

UPDATE ON THE SOUTHWEST AIRLINES LEARNING ADVENTURE

In the last issue of the Advance Scout, we had an interview with Carol Childress about an upcoming Learning Adventure with Southwest Airlines. In this week's Fortune Magazine (November 12, page 60) Geoffrey Colvin writes about how well Southwest is weathering the current economic climate. They were the only US airline to report a profit in the third quarter. Their former CEO, the legendary Herb Kelleher says of their success: "A company is stronger if it is bound by love rather than by fear." I think all of us desire a church organization driven by the same motivations.

We have limited availability and space for this learning adventure program. I think we have a few spots left. About 75% of the spots are gone. Because of their interactive nature, we keep the group size small. It is best to call us as soon as possible to register. After the slots are taken we will start a waiting list. We have had a waiting list for our last two events of this nature and had to disappoint many who attempted to register at the last minute.

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THANKS FOR YOUR HELP ON THE SURVEY

In the last issue we ran an announcement about a survey to help other large church leaders address the current challenges of the economy. We will run the survey for one more week and report later this month on the results in this space. If you didn't take the time after the last issue, please help your fellow church leaders by completing the survey.

www.zoomerang.com/survey.zgi?6K5MS2QCLSH7AXKGQJ4J3NA9

Thanks for your help. We think this will help the whole body of Christ to deal with the current situation.

COMING IN FEBRUARY A NEW 1-3 WEEK

Featuring a briefing on Multi Site/Multi Campus Churches and a new Team Forum for Large Churches.

February 4-5

Multi Site/Multi Campus Briefing

A topical briefing on how various churches are using the multi-site/multi-campus idea around the country. More details soon.

February 5-7

Team Forum

Forums for Multiple roles and positions in Large Congregations over 1000 in weekly worship attendance.

Location: Las Vegas, Nevada - Central Christian Church

A SPECIAL BROADCAST ON CCM

I have been sharing with you about the Church Communication Network's satellite downlink continuing education programs. In addition, they have just announced a special broadcast on dealing with the events of September 11 called "In Grief and Crisis Counseling seminar" available at no charge to all churches in America, live via satellite. The live, interactive broadcast on Thursday, November 15 at 8:30 am Pacific time will feature Dr. H. Norman Wright, Christian counseling expert and author of such books as Crisis Counseling, and Recovering from the Losses of Life.

This information comes from their press release:

"The terrifying and heartbreaking events of September 11 have put our country into a state of profound vulnerability and grief. Church leaders felt the impact immediately, as people began arriving on church doorsteps even while the attacks were underway. Every person in America has been affected by this unprecedented tragedy, and the threat continues. Do you, as a church leader, understand the depth of trauma and crisis your people are experiencing? Are you equipped to debrief those shocked and hurt by the recent events, and to prepare people for any coming loss, crisis or trauma?

Dr. Wright will deal with these questions in his straightforward, sensitive manner, and will offer crucial, practical direction and help for pastors and lay leaders, to prepare them for their role in comforting and counseling the hurting in their midst. In the weeks since the tragedy, he has been traveling across the country conducting emergency training sessions and seminars; on November 15 he will bring his experience and wisdom to the CCN network.

If you wish to be authorized to receive this free broadcast on your existing Dish Network satellite equipment, please call (800) 321-6781 ext 273. If you do not have compatible satellite equipment but would like to receive the broadcast, CCN will arrange for equipment and installation for you at cost.

The Church Communication Network's mission is to support the local church by providing cross-denominational training and educational programs that help local church staff and lay leaders be more effective in their church roles. CCN currently has a network of over 800 churches representing 20 plus denominations in 48 states, Canada, and the Bahamas. For more information visit www.ccnonline.net, or call (800) 321-6781 ext 273."

To find out more about all these learning experiences call 800.765.5323 or check out the web site at www.largechurch.org

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LN Advance Scout Online: Charting New Maps with Leaders of Large Churches

A bi-monthly e-publication for advance scouts of the emerging church.
Edited by Dave Travis

November 26, 2001
Number 15

"The statistics on sanity are that one out of every four Americans is suffering from some form of mental illness. Think of your three best friends. If they're okay, then it's you."
-- Rita Mae Brown

- THE POST 9-11 ECONOMIC OUTLOOK FOR CHURCHES: A SUMMARY
- AN END AND A BEGINNING

FEEL FREE TO FORWARD TO FRIENDS

None of our readers wanted US to endure the tragedies of terrorism. The impact on families, companies, churches and individuals has been great. After a period of shock, we have gone on with our work and lives. Today I will share the results of a survey we took within the last 45 days of church leader's outlook for the coming year.

We took this survey to respond to many questions coming from our clients about the future. Leadership Network has acted as a trusted advisor to leaders of Large Churches for over 17 years now. While many leaders sought our opinions, they were also asking what we were hearing from others. Though we had some stories and anecdotes, we had no real data. For this cause we deployed a survey to several groups. We may still only have anecdotes and feelings represented in this survey, but they come from a wider base of our friends.

The final report of this survey was ten pages. I won't cover it all here. I will share some summary comments and findings. We will have it on our web site at www.leadnet.org under the "Large Church" and "Resources" tab in its complete form.

There are limitations to this data. The survey was voluntary with three different groups of Leadership Network friends. The survey merely gets the opinions of those leaders at that point in time. Their opinions could have changed by now. The data was not random and the phrasing of the various questions was not tested.

In addition, we don't think this data is applicable to the vast majority of churches in America. The churches we serve tend to be innovative, growing, healthy and vibrant organizations that are naturally optimistic about the future. We feel that these reports will bring out more of the pessimists to challenge the data. They may be right. Optimists tend to respond better to these surveys.

With those caveats, let us proceed with the summary. Although we surveyed three groups of people, the data set was unified and then sliced in two ways. We have a data from large churches over 1000 and we have the data from the Readers of the Church Champions Update. The Church Champions Update is a weekly e-publication that is widely distributed. It has a mix of church leaders that read it. When the data was examined, about half of the respondents in that survey were in larger churches, but also included some smaller churches.

Here is a summary of the findings:

- According to all surveys, worship attendance is up with almost one-half of the respondents (45 percent) reporting an increase in attendance of 10 percent to 20 percent.
- Income is up slightly. Most reported giving as "about the same" or "slightly higher." Very few reported a drop in income.
- The outlook for current budgets is good with 89 percent of large churches reporting that their budgets this year will be met.
- Over 70 percent of the churches expect an increase in giving in 2002 and are making plans accordingly.
- In 2002, slight increases are expected in program spending for staff salaries, missions, programs, facilities and information technology.
- The general mood, based on leaders' comments, is one of "cautious optimism."

Some of the actual responses of note:

On church attendance - There have been some increases at least in the short term.

- 45 percent reported an increase in worship attendance between 10 percent to 20 percent.
- 33 percent reported an increase in worship attendance between 1 percent to 10 percent.
- 13 percent reported an increase in worship attendance between 20 percent to 30 percent.
- 6 percent reported an increase in worship attendance above 30 percent.
- 3 percent reported that attendance was "about the same."

In the Church Champions Reader survey the top category had 39 percent reporting an increase in worship attendance between 10 and 20 percent.

Please remember in many regions of the country, this period is a peak attendance period, especially for growing churches.

On general offerings and giving - showing some increases.

Among Large Church Respondents:

- 35 percent reported that general offerings were "about the same."
- 28 percent reported that general offerings increased between 1 percent to 10 percent.
- 26 percent reported that general offerings increased between 20 percent to 30 percent.
- 1 percent reported that general offerings increased over 30 percent.
- 7 percent reported that general offerings decreased between 1 percent to 10 percent.
- 3 percent reported that general offerings were up over 30 percent.

Among Church Champions Readers the top answer was 45 percent reporting "about the same".

Eighty-Nine percent of Large Churches report that their budgets will be met during the 2001 financial year while only 72 percent of Church Champions Readers say their budgets will be met.

Church Budgeting often reflects the culture of a church. Some budget aggressively to "stretch" their people, while others budget conservatively and then spread the excess giving

around. Still, it was somewhat surprising that the financial health, in the midst of an economic slowdown, was very strong.

Most Large churches expect 2002 to be a strong year financially. Only 12 percent expect zero or negative directions in their income. And even smaller number, 7 percent of Church Champions readers expect zero or negative directions in their income.

We asked the respondents about certain areas of their budget for the next year. To what degree were they expecting increases or decrease in those areas? The leading answer in all cases was "slightly higher". The areas included: Staff Spending; Missions; Facilities; Information Technology and Program Spending of all types.

When we asked about their general outlook for the coming 12 months for their church, the responses were overwhelmingly positive. We asked for their comments and then analyzed them for clues.

Among Large Church participants: Eighty-Six (86) percent could be described as positive. Nine percent were described as neutral and 5 percent as negative.

In the full report we have all of the statistics as well as sample comments from participants. In addition there is a little analysis that compares this survey to a few other surveys taken in the same time frame.

We hope this data will encourage your leadership team as it thinks about the future. The report could be used as a basis of a planning discussion to see how your church feels about its future.

AN END AND A BEGINNING

With a little liberty here I want to inform you of the departure to greener pastures and new challenges of one of our Large Church Team members. Since 1998 Warren Schuh has served Leadership Network as the Director of Large Church Networks. In this role he has helped to facilitate all sorts of networking forums, special events and served as an advisor to many leaders. In addition, Warren's wife Connie has served in our Denver office along the way.

Warren and Connie have agreed to a new challenge at one of my favorite Leadership Network congregations. Early next year, Warren will become the Executive Pastor at Calvary Community Church in Westlake Village, California. This is great for Calvary Community but a loss for our team. So the next time you see Larry Dewitt, the Senior Pastor at Calvary, give him praise for his wisdom and then punch him in the stomach for me. Just kidding.

I conducted a phone interview with Larry recently about some interesting stories about their church and will run it in a future Advance Scout. Their church has been one of our best friends over the years and they are very blessed to get Warren and Connie on their team.

I know that many of you will want to send Warren a congratulatory email. You can email him for the next few weeks at warren.schuh@leadnet.org to send your regards.

Feel free to forward to your staff or other Leaders At Large Churches

COMING IN FEBRUARY A NEW 1-3 WEEK

Featuring a briefing on Multi Site/Multi Campus Churches and a new Team Forum for Large Churches.

February 4-5

Multi Site/Multi Campus Briefing

A topical briefing on how various churches are using the multi-site/multi-campus idea around the country. More details soon.

TO GET CONNECTED

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Leadership Network
Advance Scouts for the Emerging Church
www.leadnet.org
800.765.5323

LN Advance Scout Online: Charting New Maps with Leaders of Large Churches

A bi-monthly e-publication for advance scouts of the emerging church.
Edited by Dave Travis

December 20, 2001
Number 16

"The older I get, the better I was." Bumper sticker that captures the thoughts of a certain editor who has just turned 40.

- SOUTHWEST AIRLINES, LOOK AT THE PICTURES
- MULTI SITE BRIEFING
- READER SURVEY ON OUTREACH MINISTRIES INTO COMMUNITIES

FEEL FREE TO FORWARD TO FRIENDS

When we transmitted the last Advance Scout online we were right in the middle of our Learning Adventure with Southwest Airlines. For those unfamiliar with our Learning Adventure Concept, we regularly expose leaders to ideas and concepts from other organizations in order to learn what can be applied to innovative congregations. Southwest Airlines is not only the most profitable and best capitalized airline in the country, it also has one of the strongest cultures in the business world. They have been able to maintain that culture along with their fast growth.

Leadership Network churches face similar issues. How does the church maintain its DNA and culture during fast growth?

There are many ways. One of the insights we gained from Southwest during our time was the use of wall space to tell a story. In our tour of Southwest's headquarters as well as its University for People, we were able to tell a lot about the culture from the walls.

Apparently when the new headquarters building was opened in Dallas, the leaders asked employees to bring photos of themselves that told their individual story. These photos were then arranged, framed and hung on the walls all throughout the building. Certain partner companies of Southwest had sponsored employee awards and those were reproduced, framed and hung throughout the facility.

In addition, there were similar framings of old advertising, plane roll outs, celebrations of accomplishments, zany parties held throughout the Southwest system, The CEO and other officers in Halloween outfits, employees receiving rewards and many, many more. Not all the pictures were "work" pictures, and not all the pictures were "play" pictures. Some of the more noteworthy happenings from the past had collections on every floor. In addition, it seemed that every trophy, plaque and award that had been given to top management had been put up at random throughout the facility. They were not hoarded for someone's office.

The same was true throughout all the facilities we saw at Southwest. There were constant streams of pictures from floor to ceiling of their people at their best. Some decorators would look at the wall and think they are cluttered. Southwest says - that's our team and we are proud.

Our group gained a lot of insight and ideas at the Learning Adventure. During our debriefing time with the pastors we talked about several applications of the various ideas

presented. One group talked about how they would implement the picture idea. Here are some of their ideas:

- + Of our leaders. We will post photos of our leaders. We will post staff, both paid and unpaid with photos that not only show them around the church, but around their homes and workplaces. We will focus on them as "real people" not religious holy persons. We will have many more of our unpaid servants than our paid staff.

- + Of our small groups. We will post photos of the people in our small groups. This is a high value for us. We will group the various small groups together in individual and group settings. Since most of our groups meet in homes, this will include pictures of group meetings, group outings as well as the members as individuals.

- + Of our history. Our church has a long history when compared to some others. We will find some pictures of our long ago history and blend those in with similar pictures from recent history. Since many of the pictures were taken at celebrations in the past, we want to continue those but have many more. We will mix the past with the present instead of working chronologically.

- + Our people in action. We will try and get as many members as possible to bring framed photos of themselves involved in ministry whether it takes place at our church or elsewhere. We put a high value on ministry action, not just talk. We will want to have as many pictures as possible that highlights our individual and teams in action. It won't just be the standard "Sunday morning stuff." In fact, we will probably want to focus on ministry that takes place away from our church building rather than in it.

- + Of other churches and pastors in our area. Our church puts a high value on a kingdom concept in our community. Even though we are the largest church in the area, we want to be praying for all the churches in our area. I am thinking that we will have at least one wall where we have a picture of all the churches in our area with maybe a picture of their pastor. We will put the name and address of the church and the pastor's name with a sign over all of them reminding our people to pray for our fellow kingdom churches and pastors in our area. It's not just about our church, it's about the kingdom in our area.

I thought these were some great ideas. Notice how each person chose to highlight an aspect of their church's values they wanted to emphasize visually.

MULTI SITE BRIEFING UPDATE

We now have our presenting team completed for our Multi Site, Multi Campus, Multiple Venue briefing set for February 4-5, 2002 in Henderson (Las Vegas), Nevada at the Central Christian Church.

The team will include a variety of approaches to this idea. The team includes:
Dave Ferguson, Community Christian Church, Naperville, Illinois - their approach features three separate locations with the same "big idea" at all the locations.

Larry Osborne, North Coast Church, Vista, California - the North Coast approach is a multiplex approach with video venues both onsite and offsite.

Robert Wright, Eastern Star Church, Indianapolis, Indiana - this very large primarily African American church features Three Sunday morning worship locations where the lead pastor preaches and has now added a church planting strategy as well.

Bobby Hill, Vanguard Ministries - New Life Movement, Virginia Beach, Virginia - this

apostolic style leader uses the strategy to plant multiple congregations throughout the tidewater area. They have six locations serving 2500 adults.

Jim Wessel, Upper Arlington Lutheran Church, Columbus, Ohio - this ELCA Lutheran church was land restricted in its first location and decided to expand to a second location two miles away. The same team leads both congregations in which all four of their ordained pastors preach at both campuses. They have a mix of worship styles.

The briefing will feature presentations, questions and answers and panel discussions among the participants. This will be the best exposure to multiple approaches to this idea ever held in one place.

\$245 - Regular registration - deadline to complete registration, including payment, by January 21, 2002.

\$275 - Late registration

To get registered or to get one of our fax back registration forms, please call Joycelyn Fannin at 800.765.5323.

READER SURVEY ON OUTREACH MINISTRIES INTO COMMUNITIES

Below you will find a link to our new reader survey on outreach ministries into communities. The genesis of this survey came from a question a pastor asked me about how other large churches were reaching out into their communities during the Christmas season. He spoke to me of some of the "normal" outreach programs such as food baskets, parties for the homeless, presents for prisoner's children as well as planned evangelistic outreach dramas and presentations.

I decided perhaps we should survey our readers to get a sense of the scope and creativity that churches are applying to this issue. I am confident that there are some very creative ideas out there.

We want to hear what you are doing. Please take a few minutes and complete the survey so we can share the results with others.

Just click below to start the survey.

www.zoomerang.com/survey.zgi?XY5HW5ETRKP7AWJ3JB3JTK3V

Feel free to forward to your staff or other Leaders At Large Churches

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LN Advance Scout Online
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**LN Advance Scout Online:
Charting New Maps with Leaders of Large Churches**

A bi-monthly e-publication for advance scouts of the emerging church.
Edited by Dave Travis

January 29, 2002
Number 17

- SOME CHANGES COMING TO LEADERSHIP NETWORK
 - LARGE CHURCHES AND CHURCH PLANTING
 - READER SURVEY ON OUTREACH MINISTRIES INTO COMMUNITIES
-

FEEL FREE TO FORWARD TO FRIENDS

Leadership Network is always changing, that's one great thing about working here. They say it's like the weather in Texas, if you don't like it, wait a minute, it'll change.

For the past 9 months, I have written or edited this Advance Scout newsletter for large church leaders. But our team is changing. For the past 16 months the team coordinating some of our work with large churches included Linda Stanley, myself and various others. We have now been assigned into new projects relating to New Initiatives.

Some of our other program managers and directors are forming a new church initiatives team to help give leadership to a broader focus of work with churches that will include Large Churches as well as others. We will keep many of our great programs and create new ones. You can see at the end of this edition some of those programs. The Leadership Team includes Brad Smith, Sue Mallory, Carolyn Cochran, Molly Smallen, Christian Washington, Eric Swanson, Joycelyn Fannin, and a man named David Hughey (just call him Rabs) among others.

In a few weeks we will share with you how that changes our publications like the Advance Scout, so look forward to the changes and look below for the upcoming great events. For now, this publication continues on a monthly basis with maybe a special edition thrown in for good measure.

The new team already has some great events coming up. You will see those below.

LARGE CHURCHES AND CHURCH PLANTING

One of the trends in Large Churches that we have been tracking for several years is the strong shift to external measures of accomplishment. Some of the ways large churches express these ideas is through a growing involvement in ministry with its community. Another way is through a greater involvement in teaching other congregations their principles and methodologies. Still yet another way is through the activation of large numbers of volunteer individuals and groups into mission projects around the country and world on a short-term basis with the selection of some as long term missionaries for the church. A fourth way is the development and leadership of regional city reaching partnerships with church, business and other community leaders with the aims to transform a city or a portion of a city. A fifth expression is the development of an ongoing church planting or church starting program.

In our recent Team Forum for Very Large Churches (those over 3000 in average worship attendance) the Senior Pastor group talked briefly about their church's planting efforts.

Almost 70% reported that their church had an active program of church planting on a regular basis. About half of those with programs have had these programs for some time and are regularly planting a church a year. Others had either plans to plant or were planting a church every few years.

For the past several years we have been working with a variety of church planting churches, church planting movements and consultants in church planting to get a sense of the topography of this area. We are also working with a very select group of church planting churches that are planting at least four congregations per year. This is a very high rate of reproduction and the practices are somewhat different.

This article is intended to describe how various large churches are involved in church planting and church starting movements. Not every church is called to lead a reproductive movement. We are pro church planting however your church is involved. So if your church has just planted one church, then we applaud you as well.

There are also several other reproductive movements that are focused on organic models which are usually found in smaller churches. In addition, there is still a whole crop of independent church planting pastors that receive a call from God and go out and plant a church.

For Very Large Churches, the approaches are generalized this way:

The first one I would call a Denominational Church Plant - Mother Church Plan. The Vision for the new church comes from the mother church. In many cases it receives denominational vision support as well. The primary leadership for the plant is often accomplished by the mother church with some denominational qualifying or assessment. The coaching is often shared between the mother church and the denomination as are the financial resources needed to get started. The core group is most often raised within the mother church. In this way, the planter gets a "fishing license" to go find energetic core team members from the mother congregation to be sent to pioneer the new church. The physical location is decided by the mother church and the denomination. This can be a very solid approach to planting. It has the advantage of strong financial and core team support. If problems occur, they are usually found in the nature of the partnerships between the parties. The church may have a different vision than the denomination than the primary pastor of the new church. This approach is best exemplified through those churches that have strong denominational ties to their local judicatory and a Senior Pastor who will openly encourage attenders to leave and go with the new church. This is the most common case among large churches as well as small churches.

The second one I label the Church Planting Church. This case is similar to the denominational Church Plant and many of the churches in this category are technically a part of a denomination. But their church planting programs are most often carried out independent of their denomination's efforts or with a partnership where the church clearly leads. Instead, these churches have it in their culture to be continually planting churches. The vision for church planting usually flows directly from the founding pastor or lead pastor of the church planting church. The primary leadership for the planting team comes from that pastor as well. The assessment system uses formal and informal means to qualify the team leaders. Many times the planters were trained as an intern with the mother church. The coaching comes directly from the mother church's designated church planting coach. There is often a peer network of the other plants from that church. The resources are often a combination of the mother church and the church planter's own fund raising. The core groups can be from the mother church, or can be developed by the planter in the area targeted for the new church. These churches establish church planting centers that often work with multiple denominations and groups in establishing new churches in a region.

In our select group of church planting churches, many would have this model. They may

receive some denominational backing for their plants, but that backing is controlled through the mother church. These churches make very high investments of time, energy and financial capital to these planting programs. Examples would include the planting program at New Heights Church in Vancouver, Washington and the planting program of New Hope Church in Oahu.

The third group of churches that are very large in size but are also very aggressive in church planting are what I call a "Church Planting Movement - Traditional." Like those in the second group, the vision comes from the primary church that is passionate about church planting. In this model, other churches come alongside that share the vision. The leader of a new plant is chosen by the mother church in consultation with the other pastors in the network. The assessment is either formal or informal but the process is understood by those networks. The planting pastors are often trained as staff members from the congregations in that network. There is usually a church planting coach that helps resource the planters as well as peer groups of planters. The resources are developed within all the churches of the network. Some use a "loan" or percentage gift system. Many of these movements begin to look a lot like mini denominations. In this case there are voluntarily cooperating churches that come together, usually under one church's leadership, to plant multiple churches over time.

In our select group of church planting churches, many would have this model as well. Northwoods Church for the Communities in Keller, Texas as well as the Acts 29 Network based at the Spanish River Church in Boca Raton, Florida would have aspects of this approach.

These groupings don't perfectly describe the programs. They are intended to give insight into how these programs differ from each other and from other styles of planting. Again, I like the way churches are doing it, however they are doing it.

In my typology the other types would be: Independent Church Plants - those started by a leader; Denominational Church Plants - those started by a denomination; Church Planting Movements - Non traditional - these are usually labeled as organic based and are smaller than traditional plants. Finally the multi site/multi campus ministry is a version of church planting. In fact many of these sites end up as distinct churches over time.

From my research the order of importance for any church plant - Vision, Leadership, Coaching, Resources, Core Group and Location.

In the next week or so we will post to our web site the chart of the various typologies for comment and review. So after it is posted and you have read it, please send along comments to dave.travis@leadnet.org.

In the future we may put together a forum or event exclusively for those churches that are planting churches. If that describes your church, please send an email along to me that just says - interested in church planting and then describe your planting program at your church. We will say that information and email you back if and when we pull that together.

READER SURVEY ON OUTREACH MINISTRIES INTO COMMUNITIES

I want to give the survey link for outreach ministries one more time. The survey should help readers get a sense of the scope and creativity that churches are applying to this issue. I am confident that there are some very creative ideas out there.

We want to hear what you are doing. Please take a few minutes and complete the survey so we can share the results with others.

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www.zoomerang.com/survey.zgi?XY5HW5ETRKP7AWJ3JB3JTK3V

Feel free to forward to your staff or other Leaders At Large Churches

UPCOMING GREAT EVENTS:

BUILDING THE EXTERNALLY FOCUSED CHURCH

In partnership with *eCHURCHConference2002*

April 3-6

The Power Center and Windsor Village UMC

Houston, TX

Pre-Conference Briefing: \$99

Conference: \$195

Type of event: Briefing/Conference

Two distinctive events with one shared goal: To equip and release God's people (releasing capacity) for community impact and transformation.

LN Pre-Conference Briefing: Building the Externally Focused Church

April 3 (8 a.m. - 5 p.m.)

This one-day briefing and forum on April 3rd is designed to expose church leaders to the principles and best examples of ministries that are impacting their community. Participants will gain knowledge of innovative, transformational models that work in urban, suburban and rural settings. This event will also bring to light innovative urban-suburban church partnerships and community-focused initiatives. A small discussion group format will be used to efficiently facilitate peer learning and networking. To round out the day, Pastor Kirbyjon Caldwell will be our host for a tour of the nationally acclaimed community development projects of Houston's Windsor Village United Methodist Church. Tour highlights include a former abandoned Super K-Mart transformed into a business incubator and conference center, one of the largest workforce development programs in Houston, and a 285-acre project to develop accessible housing in a neighborhood designed according to Christian principles of community. The extraordinary day will close with a discussion session that will also serve as an orientation for *eCHURCHConference2002* that begins the next day.

Conference: *eCHURCHConference2002* - April 4 - 6

(9 a.m. Thursday - noon Saturday)

Starting on the morning of April 4th, participants will experience the Building the Externally Focused Church (BEFC) firsthand by attending *eCHURCHConference2002* conducted by Houston's Windsor Village United Methodist Church. Windsor Village is widely regarded as one of the best models of church-led community transformation in North America. Windsor's Pastor, Kirbyjon H. Caldwell, heads the list of conference speakers that includes renowned church consultant Bill Easum, syndicated columnist Dr. Julian Malveaux, Houston Texans owner Bob McNair, and pro football great Reggie White. The conference sessions and workshops are designed to present the transferable principles that the largest United Methodist Church congregation in America uses to take their faith into the community and the marketplace. The discussion groups formed during the pre-conference forum will continue meeting during *eCHURCHConference2002*. To maximize the learning experience, these groups will come together each evening of the conference for a special debriefing discussion and reception to collectively debrief the day's insights. For more information, visit www.kingdombuilder.com.

To get more info on this event: www.leadnet.org/ucn/upcomingevents.asp

LTN LEVEL ONE INSTITUTE - Building the Equipping Church
April 14 - 19 (6 p.m. Sunday - 9 p.m. Thursday)
Sandy Cove Retreat Center, North East, MD
\$1095 - Single Occupancy
\$895 - Double Occupancy
(includes housing, meals and conference materials)
Type of event: Training

The Level One Institute is often described as "THE" event for church leaders to attend when they want to take their lay mobilization effort to a new level. Training includes how to build an equipping-centered church culture, how to build a comprehensive involvement system from new members to on going discipleship, and how to restructure the work of the church around teams. The institute is highly interactive and designed for individuals or teams who serve in any of these roles - senior pastor, governing board, executive pastor and director of equipping.

For more information go to www.leadnet.org/ltn/events.asp

i3 - LARGE CHURCH TEAM FORUM

May 7-9 (2 p.m. Tuesday - noon Thursday)
Lake Avenue Church, Pasadena, CA
\$295
Type of event: Forum

Ideas. Innovation. Impact.

The i3 forum experience is designed to provide innovation-spewing, paradigm-breaking, fast-paced roundtable-type learning for advanced, pioneering leaders of large churches. Each forum group has about 25 people, all from large churches and grouped by similar roles in church leadership. Participants move through the topics they select, presenting their best ideas, asking their hardest questions, never having to face the "blank stare" of people who haven't experienced the unique opportunities and dangers of large churches. For those who bring a team, time is provided during the second night to compare notes and make decisions while the ideas are still fresh. Ten forums are provided for churches with an average weekend adult worship attendance of 1000+: Senior Pastors, Executive Pastors, Key Lay Leaders, Business Administrators, Worship Leaders, Small Groups Directors, Children's Ministry Directors, Youth Ministry Directors, Outreach/Evangelism Leaders and Senior Adult Ministers.

For more information about this one go to:
www.leadnet.org/store/events.asp?network=lc

EQUIPPING LEARNING SUMMIT

May 7-9 (2 p.m. Tuesday - noon Thursday)
Pasadena, CA
\$395
Type of event: Summit

This summit is designed for the primary influencers of the equipping movement in North America to compare notes on what God is doing in the movement, help create some common language and partnerships for the movement, and hear some of the latest innovations - especially as the movement has extended beyond individual churches to city-wide equipping movements.

Invitations to this event are restricted to very advanced equipping leaders. Applications can be made through carolyn.cochran@leadnet.org.

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LN Advance Scout Online: Charting New Maps with Leaders of Large Churches

An e-publication for advance scouts of the emerging church.
Edited by Dave Travis

March 7, 2002
Number 18

- ADVANCE SCOUT CHANGES
- CATALYTIC MECHANISMS
- THE EXTERNALLY FOCUSED CHURCH

FEEL FREE TO FORWARD TO FRIENDS

ADVANCE SCOUT CHANGES

As I mentioned in last month's issue, we have had some staff changes at Leadership Network. These changes will help us serve our clients in a better way. One of the results of the changes is that this publication, The Advance Scout Online, will be merged into our EXPLORER publication in the near future. This will happen automatically for Advance Scout subscribers. If you don't already get our EXPLORER e-publication, you can go to our web site at www.leadnet.org and sign up right now and get a head start on the other readers.

I will be writing several issues a year of the EXPLORER and our companion piece the e. quipper, so many of the types of stories you like in the Advance Scout will be featured there. I will also continue to edit the Church Champions Update, our twice monthly email piece. If you want that one, you can find the sign up on the web site as well.

We will have more news about this in our next issue.

CATALYTIC MECHANISMS

James Collins new book, *Good to Great: Why Some Companies Make the Leap and Other's Don't* was released late last year. Our organization has been privileged to work with Jim since 1996. Jim is not the most prolific author, but instead chooses projects that embody some of his personal passions. This work was a long time in research and development. He shared some of this thoughts leading up to the book at our forums and events.

I commend the book highly and feel it will have the same effect on churches as his first book, *Built to Last*. There are many concepts to explore and apply to churches.

The book makes mention of the concept of Strategic Mechanisms as a way of building good to great businesses. A catalytic mechanism is the link between objectives and action. He writes in more detail on this topic in several articles. Check out his web site at www.jimcollins.com to find the full text of these articles.

Catalytic mechanisms are simple to implement. They are not complicated rules and regulations, but simple statements that reinforce the values and outcomes desired.

Here are two catalytic mechanisms I observed in the past year at churches.

In October I was again at New Hope Christian Fellowship in Oahu. We had a special group there for their week-long practicum program. One of the things visitors will notice about the team members at New Hope is their deep knowledge and commitment to the scriptures at

all levels of their team. Their speech and actions reflect a deep knowledge of God's word.

A casual observer would postulate that this could be derived from several possible sources. Is it that all of the key leaders came from Bible colleges? No, most of the leaders there have little traditional formal training. Could it be that they have a detailed scripture memory program? No, I did not see one. Could it be that the teaching pastor teaches in an expository verse-by-verse manner that people can remember all that scripture? No, most of the messages tend to be topical. How about the possibility that all of the leaders are in small groups and the groups have a unified curriculum? No, not that either.

I think the answer is a small idea that yields big results. Each person at New Hope is given a small journal with refillable pages. Now there is nothing catalytic in that act.

In this journal each member is encouraged to read a portion of scripture through a standard read through the Bible yearly process. Each day has its own reading. There is nothing necessarily catalytic there either, lots of churches have that.

On each day, each person is encouraged to write down a reflection of what God is teaching them through that scripture that day. The methodology is simple to remember and is printed in each insert. They are also encouraged to write down a prayer. Journaling is a great spiritual discipline practiced in many places, so there is nothing inherently catalytic there either.

The catalytic mechanism here is what is done with those journals. Each person is encouraged to bring those journals to their team meetings or gatherings. At the beginning of each staff meeting, volunteer meeting, etc., the first order of business was for either the leader of the meeting to open their journals and begin talking about what God was teaching them that week through the scriptures, or to ask others in the group what God was teaching them. By placing the reflections of the journal first in every meeting, it reinforced the value of every person being current in their journaling.

This action showed the high value that all the leaders placed on the journaling and then the sharing of insight from the scriptures. One of the key accountability questions at New Hope is "how is your journal?" Some times they are even collected and looked at by the team leader.

Because every person in the church is in the same scriptures that week, there is a greater opportunity for dialogue around those passages and common understandings. It allows the potential for every person to be a leader on the team. It is simple enough for every believer to do and requires no outside teacher or assistance.

It is a very simple idea with very big results.

Many of our clients that were with us that week have implemented the same idea into their churches and projects.

The second example comes from a church I visited with last year. Their mechanism was still in process, but it was yielding big results. Like many churches it had a vision for transforming their community. Like other churches they had begun to build a common vision with other churches and ministries in their area.

One of their key understandings was that their church, by nature of its size and influence, needed to assist the other churches in its valley in order for the whole vision of God to be realized in that area. How that could be done effectively?

The mechanism they were working on had to do with how the staff spends its time. By coincidence, the church had loaned one of its staff to another church to help them establish

a new ministry. The strong church simply dedicated a portion of that staff member's time to serving that other church. The intent was to help coach that church in the start up and development phase of this new ministry.

The mechanism they were working on was: What if every staff member had to spend one-fourth of their time in direct service to another church in our area? What if we held them accountable for that? What if each week they were asked in staff meeting how it was going at the other church?

They weren't told which church to help. They weren't supposed to merely include this other church in their plans. They were to go find a way to help another church directly in their ministry.

Now this is a bold step but was in perfect harmony with what God had called them to do. It was in the process of changing the attitudes of the staff from just serving the home base church and constituents to a larger kingdom view.

This church admitted that they weren't there yet, and there were still many hurdles to cross. Yet the elders, deacons and other lay leaders were supporting the move. It made sense kingdom wise. In addition, they were now thinking of moving this same idea into each ministry team in the church: "what if our teams were to spend 25% of its time in service to other churches?"

Collins, in his article on mechanisms in the Harvard Business Review says there are several characteristics.

1. "The catalytic mechanism reduces desired results in unpredictable ways." No one can know all the results of either case. There are no checks other than the key question at meetings. There is no effort to measure results. The reinforcement just happens as a matter of course.
2. "The catalytic mechanism distributes power for the benefit of the overall system." In both cases above there is no element of control placed on the mechanisms. In the latter case, there is no direction as to which church to help or how to help. In the first case, there is no control or check as to whether the process is being done. The culture of both cases naturally provides the reinforcement for insuring the mechanism is carried out.
3. "The catalytic mechanism has an ongoing effect." Collins differentiates between a catalytic event and a mechanism. An event is a one time occurrence or period that changes the way things are done. A mechanism, such as those mentioned above have continuous action. Both of these mechanisms, if continued, will build into the culture of these organizations the commitment necessary to see them through.

For more on actually designing appropriate mechanisms, see the original Harvard Business Review Article at the www.enewhope.org.

Do you have examples from your church? If so, please send them directly to me at dave.travis@leadnet.org! I would love to dialog with leaders about these.

THE EXTERNALLY FOCUSED CHURCH

One of the key trends we are observing in our client churches is alluded to above. The second case illustrates another example of churches that shift their performance measures to activities that are external to their own congregation.

We have designed a briefing/forum to talk about that idea next month. We call it "Building the Externally Focused Church." This forum will be hosted by Pastor Kirbyjon Caldwell and

the team from Windsor Village Church in Houston, Texas. You can get the details below. I will be there and hope to see many of you.

Feel free to forward to your staff or other Leaders At Large Churches

UPCOMING GREAT EVENTS:

BUILDING THE EXTERNALLY FOCUSED CHURCH

In partnership with eCHURCH*Conference*2002

April 3-6

The Power Center and Windsor Village UMC

Houston, TX

Pre-Conference Briefing: \$99

Conference: \$195

Type of event: Briefing/Conference

Two distinctive events with one shared goal: To equip and release God's people (releasing capacity) for community impact and transformation.

LN Pre-Conference Briefing: Building the Externally Focused Church

April 3 (8 a.m. - 5 p.m.)

This one-day briefing and forum on April 3rd is designed to expose church leaders to the principles and best examples of ministries that are impacting their community. Participants will gain knowledge of innovative, transformational models that work in urban, suburban and rural settings. This event will also bring to light innovative urban-suburban church partnerships and community-focused initiatives. A small discussion group format will be used to efficiently facilitate peer learning and networking. To round out the day, Pastor Kirbyjon Caldwell will be our host for a tour of the nationally acclaimed community development projects of Houston's Windsor Village United Methodist Church. Tour highlights include a former abandoned Super K-Mart transformed into a business incubator and conference center, one of the largest workforce development programs in Houston, and a 285-acre project to develop accessible housing in a neighborhood designed according to Christian principles of community. The extraordinary day will close with a discussion session that will also serve as an orientation for CHURCH*Conference*2002 that begins the next day.

Conference: CHURCH*Conference*2002 - April 4 - 6

(9 a.m. Thursday - noon Saturday)

Starting on the morning of April 4th, participants will experience the Building the Externally Focused Church (BEFC) firsthand by attending CHURCH*Conference*2002 conducted by Houston's Windsor Village United Methodist Church. Windsor Village is widely regarded as one of the best models of church-led community transformation in North America. Windsor's Pastor, Kirbyjon H. Caldwell, heads the list of conference speakers that includes renowned church consultant Bill Easum, syndicated columnist Dr. Julian Malveaux, Houston Texans owner Bob McNair, and pro football great Reggie White. The conference sessions and workshops are designed to present the transferable principles that the largest United Methodist Church congregation in America uses to take their faith into the community and the marketplace. The discussion groups formed during the pre-conference forum will continue meeting during CHURCH*Conference*2002. To maximize the learning experience, these groups will come together each evening of the conference for a special debriefing discussion and reception to collectively debrief the day's insights. For more information, visit www.kingdombuilder.com

To get more info on this event:

www.leadnet.org/ucn/upcomingevents.asp

i3 - LARGE CHURCH TEAM FORUM

May 7-9 (2 p.m. Tuesday - noon Thursday)

Lake Avenue Church, Pasadena, CA

\$295

Type of event: Forum

Ideas. Innovation. Impact.

The i3 forum experience is designed to provide innovation-spewing, paradigm-breaking, fast-paced roundtable-type learning for advanced, pioneering leaders of large churches. Each forum group has about 25 people, all from large churches and grouped by similar roles in church leadership. Participants move through the topics they select, presenting their best ideas, asking their hardest questions, never having to face the "blank stare" of people who haven't experienced the unique opportunities and dangers of large churches. For those who bring a team, time is provided during the second night to compare notes and make decisions while the ideas are still fresh. Ten forums are provided for churches with an average weekend adult worship attendance of 1000+: Senior Pastors, Executive Pastors, Key Lay Leaders, Business Administrators, Worship Leaders, Small Groups Directors, Children's Ministry Directors, Youth Ministry Directors, Outreach/Evangelism Leaders and Senior Adult Ministers.

For more information about this one go to:

www.leadnet.org/store/events.asp?network=lcn

Learn more about Leadership Network's events and resources by visiting our Web site at

www.leadnet.org.

LN Advance Scout Online

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Advance Scouts for the Emerging Church.

www.leadnet.org

800.765.5323

LN Advance Scout Online: Charting New Maps with Leaders of Large Churches

An e-publication for advance scouts of the emerging church.
Edited by Dave Travis

April 1, 2002
Number 19

"He that never changes his opinions, never corrects his mistakes, will never be wiser on the morrow than he is today." Tryon Edwards

- YOU JUST HAD YOUR BIGGEST DAY EVER, NOW WHAT?
- MULTI SITE REDUX
- THE CHANGES TO ADVANCE SCOUT - AND THE NEW BLOG

FEEL FREE TO FORWARD TO FRIENDS

This is the day after Easter and if this year holds like most years, I will start getting calls over the next few weeks that go something like this:

Hey Dave - we just had our biggest attendance weekend ever!"

"That's great." I will say.

You will say - "We are so excited, we never thought we would have this many people on a weekend. But now we are wondering - what's next?"

How do we disciple this many? How do our systems have to change to keep up? How can we finance all this? How can we seat and park all these people? How can we equip them to be the people of God here in this community and the world?" and so on you will go.

This is a healthy sign. It is the sign of leaders who always want to keep moving forward. It is a sign of leaders that want to keep learning and growing along with their congregations and staffs.

We will have a great conversation. I will point you to some ideas, pray with you over the phone and give you some direction. It will be great and fun. We will both enjoy the conversation.

But the biggest piece of advice I will give you has to do with changing the standard by which you norm your church. That's a fancy way of saying "change your comparison base."

Most churches and leaders have a limited comparison base. They compare their church against other churches in their local community. Or they compare their church against others in their denominational tradition. There is nothing wrong with that.

Let me say the standard of comparison should always be God's standards. God's call on each church is different and God's call on each leader is different. I am not suggesting that churches should not keep this foremost in their minds.

But churches, like other organizations, are always looking for ways to improve their ministry reach and breadth. One of the ways to do that is to compare their practices with other churches.

Every year we host churches of various size categories for them to ask of each other questions like those above. True, consultants and networkers like me can help answer those questions, but we feel it is best to get answers straight from the source. We feel that practitioners are the best at giving real life answers, complete with all the hidden booby traps, potholes and trials along the way.

By the time many ideas get to the conference stage, the stories are told and it seems so simple. Our team forum gets down in the trenches with practitioners encouraging and helping each other get the job done.

As our ad says for this one it's "innovation-spewing, paradigm-breaking, fast-paced roundtable-type learning for advanced, pioneering leaders of large churches."

I have been to about 50 of these things over the years and never fail to learn.

The next one is coming up next month - May 7-9 in Pasadena, California at Lake Avenue Church. If you didn't get an invitation, and are a leader of a church with more than 1000 in regular weekend attendance, call Joycelin Fannin to get one at 800.765.5323. You can also go to www.leadnet.org to find more information on the experience.

We will have forums for Senior Pastors, Executive Pastors, Key Lay Leaders, Business Administrators, Worship Leaders, Small Groups Directors, Children's Ministry Directors, Youth Ministry Directors, Outreach/Evangelism Directors and Senior Adult Ministers.

MULTI SITE REDUX

For all of you that had written me after our last multi site briefing in Las Vegas back in February inquiring if we would repeat the program. We usually do not. But the response and request has been overwhelming.

Some of you were at that experience and want to come again and bring more from your church the next time.

We think we have things worked out to have a similar briefing on September 16-17 in Minneapolis, Minnesota.

We are still working out some schedules and speakers but many of the same presenters will be there, along with some new ones. The 24 hour briefing will be an overview of several of the approaches to the idea that are being utilized around the country.

The best thing to do is to subscribe to the regular email publications we do including: The Church Champions Update, Into Action (which used to be the Equipper) and EXPLORER. See the next article about the changes.

THE CHANGES TO ADVANCE SCOUT - AND THE DAILY BLOG

As I have shared in previous Advance Scout Online columns, this email publication is going away. We will have one more issue but after that, it is being folded into our newly revised EXPLORER piece.

One reason is that I have transitioned into some new responsibilities that leave me time crunched to write the Advance Scout. I will be a contributor to our new pieces instead.

The new editors and writers are committed to bringing you useful and timely articles to help you in your ministry. I can promise that they will be better edited and use better grammar too.

If you just have jones for my thoughts, bad grammar and humor, see below after this official word from our sponsor.

Here is the official announcement from headquarters:

"We are re-vamping our Leadership Network e-publications to reflect recent changes in our focus... In order to provide greater clarity in our publications, we are also reducing the number of publications from four to two.

Explorer, our overall LN perspective e-publication, and Equipper, our e-pub that focuses on providing best practice and tools, are being expanded with new editors and contributors. The publications Explorer Lite and Advanced Scout Online are being retired and current subscribers will automatically receive the new and free Explorer in the future.

Explorer will continue to provide you with the "big ideas" and overall Leadership Network perspective. Brad Smith, who leads our Church Networks, will serve as the general editor of Explorer. Carol Childress and Dave Travis, along with others, will continue to contribute their latest discoveries and learnings. In addition, Explorer is becoming a free e-publication and will be distributed the first of each month.

Equipper will go through a name change with this transition and will now be called "Into Action". It will be distributed on the 15th of each month and will continue to focus on providing "best practice" models and tools from churches that are equipping and releasing their members for service and ministry. Christian Washington, who leads our Missional Church network, will serve as the general editor of Into Action with continued contributions from Sue Mallory and Greg Ligon.

All of the changes in our publications become effective April 1.

In order to get both the LN perspective and "best practice" models and tools, we encourage you to subscribe to both Explorer and Into Action. If you are interested in subscribing to any publication that you are not currently receiving, please click on the following link:
enn5.enevsnofifier.com/wwwroot/lnextra/modify.cfm?clientid=1035&userid=45541593.

So, next week expect a farewell edition of Advance Scout and then you will get EXPLORER.

I decided a month ago to start playing with blogger, the web tool that creates online journals and comment documents. I finally figured it out but I had to create some space to post my blog.

A Blog, or web log, is a place to post quick thoughts. If you think my regular writing is unformed, you should see my blog. In it I write brief comments on conversations, questions asked and answered, humor pieces and general etcetera. It allows me a quick tool to report to you from events and happenings around leadership network and be posted right on the web immediately. So for up to date, current happenings, you can check it out there.

IT IS NOT an official publication of Leadership Network, just my experiment. It is only for those junkies that like to read and react to various news items, church practices and the like. If you really want the punishment - go to www.davetravis.net and see the daily blog.

If others of you already have a blog, send me the address, I would love to see how you are using it.

Feel free to forward to your staff or other Leaders At Large Churches

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THE ADVANCE SCOUT ONLINE
FINAL ISSUE
APRIL 15, 2002

"The purpose of learning is growth, and our minds, unlike our bodies, can continue growing as we continue to live." Morris Adler

- THE HARLEY LEARNING ADVENTURE
- AS PROMISED - SPECIAL EDITION ON TEACHING CHURCH EVENTS
- GET WITH THE NEW PUBLICATIONS - FOR FREE

Subscribe to the Church Champions Update at www.leadnet.org

This is the last issue of the Advance Scout Online. We started this publications a little under a year ago just for leaders in large churches. We used the publication to share what we were learning from our clients, friends and colleagues. The publication grew in number over time.

But we decided that we were devoting too much time with too many different publications. As we realigned our team to be more strategic in our areas of giftedness, we decided to break the work down in different forms.

For that reason I am pleased to report that this will be the last issue of the Advance Scout. You will read at the end of this document about some of the changes. My colleagues Brad Smith and Christian Washington are serving our team as new editors of our other publications and will welcome your participation.

I will continue to edit only the Church Champions Update but will contribute many pieces each year to our other publications. We hope these continue to serve you in an excellent way.

THE HARLEY-DAVIDSON LEARNING ADVENTURE

"We don't need new customers today, we don't need them tomorrow. But we may ten years from now," according to James Ziemer, Chief Financial Officer of Harley-Davidson, Inc.

What have the leaders of Harley-Davidson, a company that manufactures an American icon, learned about reaching the next generation and attracting newcomers to the motorcycling community that could possibly help you in your role as a congregational leader? Join us for a Leadership Network Harley-Davidson Learning Adventure May 29-31, 2002 in Kansas City, MO and find out!

A limited number of spaces remain for this special learning adventure that will include a tour of the Kansas City Harley plant, home of the hot, new V-Rod motorcycle, time with Harley marketing and manufacturing executives, and a session with a local dealer and HOG leaders. Experience Economy guru Jim Gilmore will be along to facilitate the learning. For more details, go to www.leadnet.org/store/Events.asp and click on Harley-Davidson

SOME GREAT LEARNING OPPORTUNITIES FOR LEADERS

Leadership Network supports great teaching churches. They have truly become a primary method of sharing best practices. There is a list below of various teaching church events and conferences. Most of them are not produced by Leadership Network, but instead by

churches and organizations we know. There are some great learning events below.

Some of these organizations have formal connections with us, and some do not. But we believe that the work of teaching churches and other organizations are important and help serve the larger kingdom cause.

Some of these are focused on existing churches, others on church planters, and there is even one for communities that desire to build broad networks of leaders.

Each organization has a link to their own web sites and other information available, but you will need to call them directly for that information. We don't have it at our office.

They are in chronological order so you may want to save this email for future reference. You can also check out the Teaching Church area of our web site at www.leadnet.org for other details on most of these events. Or, if your church would like to be added to that site, just use the form there on the site.

- **April 18-24**
Leader Practicum
SOLD OUT
apply now for 2003
New Hope Christian Fellowship - Honolulu, HI
Cost: \$750 includes double-occupancy, registration fee, and most meals. Enrollment limited to 25 per session www.enehope.org
- **April 25-27, 2002**
Intersection 2002: A Community & Equipping Leadership Conference
Fresno, CA
Hosted by: One By One Leadership Foundation www.onebyoneleadership.com
- **May 2-4, 2002**
Video Venues Really Work
North Coast Church
San Diego area, CA
How and Why's on the Video Venue Concept. Features Larry Osborne, Carl George, Mark Bankford and Doug Thiesen. Look behind the scenes to discover the challenges and strengths of this approach. www.videocafes.org
- **May 3 & 4, 2002**
"Growing a Healthy Church"
St. Andrew Lutheran Church
Charlestown, Rhode Island
Brian McLaren is the keynote this year on Friday, May 3 and workshops on Saturday. This event is mainly for New England Churches - though anyone can come. The focus is on helping traditional churches transition to the new world. It's the kind of event a pastor wants to bring 3 or 4 people to, so they can see it and say, "Wow, I guess this can be done in New England." More info at www.experiencechurch.com
- **May 14-16**
The Church of Irresistible Influence Fellowship Associates
Little Rock, Arkansas
Jesus' original vision for His church was light unleashed (Matthew 5:16); a church whose life & good works were so compelling to the world around it that the community would be drawn to God because of its irresistible influence. This

conference will demonstrate this is a vision desperately needed and within reach!

www.fellowshipassociates.com

- **May 14-16**
Passing the Baton of Leadership
Center for Church Based Training
Dallas, TX
"Passing the Baton of Leadership" is a conference designed to better equip leaders to lead, answering questions like, "What is the biblical mandate for leadership and what is my role in transferring these principles into the fabric of the church? You will hear from church leaders who have built their ministry around a church-based plan of training and development and, through the breakout sessions, have an opportunity to ask your specific questions.
www.ccbt.org

- **May 20-21**
Church Planter Base Camp
Northwood Church
Keller, TX - Dallas -Fort Worth area
If church-planting is in your blood--you're a potential church starter, you've helped launch a new community of faith, or you want to see your church become a sending base for church planters--this is THE PINNACLE EVENT for you this year.

You, your team and High-Adventure guides such as Bob Roberts, John Worcester, Ron Johnson, Neil Cole, John Reeves and others will converge for two days of dialogue, networking and learning about church planting of all shapes and sizes. For more information or to register online, go to www.cpbasecamp.info or call 817-431-2088 x.25.

- **June 6**
Team Dream
New Heights Church
Portland, OR - Vancouver, WA
Team Dream is a two day event designed to help church planting team identify the steps that every plant must take, while helping each team discover it's unique calling.
www.churchplanter.com/team_dream.htm

- **June 6-8**
Church Planting Coaches Training
New Heights Church
Portland, OR - Vancouver, WA
Phone: 360.694.4985

- **June 7**
OCP Greenhouse Weekend Intensive Training Event
Church Multiplication Associates
Southern California
Organic Church Planting puts spirituality, relationships, and mission at the heart of the church's foundation. Reproduction is built into churches that develop organically. Paul Kaak (909)203-4191 or Angela Bokkes(562)961-1962

- **June 24-26**
Planter Retreat
New Heights Church
Portland, OR - Vancouver, WA

Rarely do Church Planters get the chance to actually go to church... to enjoy friends, to worship, to learn, to be refreshed. We hope that this retreat is a time for you to simply come, enjoy, and be encouraged. Previous attendees tell us they come away re-energized and encouraged.

www.churchplanter.com/p_retreat.htm

- **July 22**
M3 - Multisensory, Multimedia, Multicultural Conference
Ginghamsburg United Methodist Church
Dayton, OH
A worship and media conference like no other! www.ginghamsburg.org/m3
- **August 5**
Lead Planter Training
New Heights Church
Portland, OR - Vancouver, WA
Lead Planter Training is a one day event designed to prepare lead planters who have been assessed and recommended to plant for the pre-launch phase of the plant. Topics include spiritual formation, family and finances, and team formation.
www.churchplanter.com/events.htm
- **Sept 8-11**
On-Site Experience @ Mars Hill
Acts 29 Network - Mars Hill Church
Seattle, WA
bmcdougal@spanishriver.com to pre-register
- **Sept 16-19**
Discovery Assessment
New Heights Church
Portland, OR - Vancouver, WA
Through this intensive four day event, our staff of qualified, caring and experienced assessors will help individuals and couples carefully determine if God has gifted them to start and lead a church plant. We will strongly consider the components shown in the chart below since these, in past experience, have proven most essential for a successful church planter.
www.churchplanter.com/discovery.htm
- **Oct 12**
Church Planters Summit
New Heights Church
Portland, OR - Vancouver, WA
The Church Planters' Summit is a one-day church planting conference for planters, spouses, team members, and other church leaders. It is held at New Heights Church in Vancouver, Washington, and features workshops, main sessions, and several electives.
www.churchplanter.com/p_summit.htm
- **Oct 17-20**
Antioch MECC Conference 2000 - We Are Family
Antioch Global Network
Seattle, WA
www.antiochglobalnetwork.org
- **Oct 18-19**
2002 Change Conference

**Ginghamsburg United Methodist Church
Dayton, OH**

- **Nov 3-5**
Multicultural Leadership Summit
BridgeLeader Network
Baltimore, MD
 - keynote addresses by world-class leaders
 - practical workshops on the "how-to's" of multicultural effectiveness
 - Networking reception and lunch for relationships and resources
 - Dynamic worship and creative elements

www.bridgeleader.com/MCLS2002.htm

- **Nov 6**
The Effective Pastor
Wooddale Church
Minneapolis, MN

Wooddale Center is the leadership arm of Wooddale Church. The Center exposes leaders to important concepts and effective ministry models through conferences, seminars and publications. Jen Spickelmier at 952.656.1050 or wooddalecenter@wooddale.org

- **Nov 7**
NextChurch
Wooddale Church
Minneapolis, MN

Wooddale Center is the leadership arm of Wooddale Church. The Center strives to equip established churches and ministry leaders for increased effectiveness. Jen Spickelmier at 952.656.1050 or wooddalecenter@wooddale.org

- **Nov 8-9**
Team Dream
New Heights Church
Portland, OR - Vancouver, WA

Team Dream is a two day event designed to help church planting team identify the steps that every plant must take, while helping each team discover it's unique calling.

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enn5.enevsnofier.com/wwwroot/lnextra/modify.cfm?clientid=1035&userid=45541593."

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