

REPRODUCING LEADERS

The 2-2-2 Principle

BIG IDEA

A leader must develop four key relationships to start a missional movement.

- * Everything Rises and Falls on Leadership
- * Four Relationships Every Leader Needs
- * Tammy Melchien's Story

You and I are leaders. People will follow us. And yet if we're really honest, there are times when we do anything *but* lead. We resist the calling. We sidestep responsibility. We look for a way out. And sometimes we miss great opportunities. At other times we simply delay the inevitable and put off leading, but that lost time can prove incredibly costly. I believe that the first step toward getting back on the leadership track is identifying the actions we take and the attitudes we express that indicate a clear lack of leadership.

EVERYTHING RISES AND FALLS ON LEADERSHIP

There are twelve indicators that leadership is lacking. Leadership is lacking when:

1. I wait for someone to tell me what to do rather than taking the initiative myself.
2. I spend too much time talking about how things should be different.
3. I blame the context, surroundings, or other people for my current situation.
4. I am more concerned about being cool or accepted than doing the right thing.

5. I seek consensus rather than casting vision for a preferable future.
6. I am not taking any significant risks.
7. I accept the status quo as the way it's always been and always will be.
8. I start protecting my reputation instead of opening myself up to opposition.
9. I procrastinate to avoid making a tough call.
10. I talk to others about the problem rather than taking it to the person responsible.
11. I don't feel like my butt is on the line for anything significant.
12. I ask for way too many opinions before taking action.

I hope you will take the preceding list to heart,* because I believe that everything you do will rise and fall on the quality of your leadership. Just a few months ago I was glued to my Twitter account, looking at the first

pictures of a plane safely resting in the waters of the Hudson River. As the full story unfolded, credit for miraculously landing the plane in the Hudson River was given to the strong leadership displayed by pilot Chesley "Sully" Sullenberger. After landing, Sully guided his crew and passengers safely onto the wings, and there were zero casualties. His ability to effectively lead was literally a matter of life and death for the 155 people on US Airways Flight 1549.

The decisions, the actions, and the ideas of leaders make the headlines every day. But there are many acts of leadership that don't make the news. Consider how a manager responds to a disgruntled customer at Starbucks or how a first-grade teacher tries to motivate her class to read more books. Even if we aren't reading about these stories or seeing them in the headlines, it's still all about leadership.

When Community opened our second campus, in Romeoville, we identified and developed a whole new cadre of leaders to come alongside our new campus pastor. We not only asked them to go to this new campus; we also asked them to backfill the places they were leaving, so we wouldn't have a leadership void left behind. We sent out some of our best leaders: Tom and Sue Natiello, Doug and Marilyn Blauser—people who were leading small groups and coaching small group leaders at our current location. Four years later we launched our Carillon campus, targeting seniors in an active adult community just north of our Romeoville campus, and again it required reproducing leaders.

Two years ago we launched our Plainfield campus. We identified a campus pastor, selected a target date, found a location, developed a marketing strategy,

✕ When I posted this list on my blog, it received more hits than any other. Mostly because Perry Noble liked it and linked to it on his blog. —Jon

and chose service times. But after all the planning was complete, there was still the hard work of identifying and developing leaders who would carry out the vision for this campus. Even up to the last few days prior to the launch of that campus, our focus was on being sure we had leaders in place to launch successfully.

Every time we launch a campus, a celebration service, or a church, it's all about *helping people find their way back to God*—that is our mission. But we know that the only way we can accomplish that mission is by having our leaders catch the vision for investing themselves in someone else who can also lead. At every turn in Community's development as a reproducing church, we recognized another key reproducing axiom: Everything rises and falls on leadership.*

✕ Almost every time we've experienced failure, one way or another we can trace it back to lack of leadership. —Jon

REPRODUCING PRINCIPLE 6

Everything rises and falls on leadership.

Here is why this reproducing axiom is so important: There are thousands of churches in the United States that are multisite and thousands of others that have planted churches, nationally and internationally. That said, there is a significant difference between launching a new campus—or even a new church, for that matter—and becoming a *reproducing* church. Occasionally you will find a church that is able to launch new locations because of its size or because of significant financial resources. This is not a reproducing church. A reproducing church is a church that is *repeatedly* launching new small groups, teams, services, campuses, churches, and even networks. And there are really no shortcuts to doing this. More than anything else, it demands the intentional and systematic reproduction of leaders.

FOUR RELATIONSHIPS EVERY LEADER NEEDS

We've discovered that as a leader, you will need four key relationships in order to successfully reproduce again and again.

1. A Reproducing Leader Needs Followers

The idea that a leader needs followers may seem obvious, but we find that it is often overlooked. I can't tell you how many times I've thought, "This person

looks like a leader, walks like a leader, and talks like a leader," and then we've placed him in a leadership position before we've seen if he can actually attract a following and learn to be an apprentice himself. How I regret doing that now.

Several years ago a talented young man started attending our church. One of our campus pastors immediately identified him as someone with tremendous leadership potential. He had strong people skills, and he could cast vision and strategize with tremendous insight. When we would sit down and talk about ministry strategy and direction, he could quickly articulate for me the next steps we needed to take. And nine times out of ten, he was spot-on. Not only that, he was a great communicator—a truly gifted teacher.

So what did we do? What any pastor in his right mind would do—we offered him a position on our staff. And he accepted. We soon found out that while he did some things very well, his real gift was "talking church" with the best of them.

Yes, he could cast a compelling vision. And because of that he was great at attracting a crowd. But the sad truth we discovered was that he was unable to develop a following. His ability to truly lead was seriously crippled.*

✕ Unfortunately, this wasn't the only time Dave hired somebody before we put them to the test of developing a following. And guess who had to let them go? —Jon

There is a difference between *attracting a crowd* and *developing a following*. Crowds are temporary. They come and go. They're fickle and unpredictable. But followers are in it for the long haul. When Jesus enlisted his disciples, he drew them out of the crowd and challenged them to follow him and do life with him (Matt. 4:19). While having a following is not the only test of leadership, you can be sure that if there are no followers, there is a lack of leadership.

Crowds are

temporary
fickle
unpredictable
transitory
fleeting

Followers are

lasting
loyal
committed
consistent
faithful

We have found small groups to be the best place to put this principle to the test, because only a person who is capable of developing followers will be successful at leading a small group. And if a person has proven capable of developing a following in a small group, one of those followers in the group can be a future apprentice leader.

2. A Reproducing Leader Needs Apprentices

We challenge every leader to have at least one apprentice—someone he or she is working with and developing to become a leader as well. There is a simple apprentice-developing process that applies to any leadership role. It's based on a principle found in 2 Timothy 2:2, where the apostle Paul writes to his apprentice Timothy, "The things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others."

In his book *Organic Leadership*, Neil Cole describes Timothy's apprenticeship with Paul as he comments on this passage: "Paul passed on to Timothy truths that were so profound that he would not forget them. They gripped his life and never left him. At the same time, however, the things Paul passed on were simple enough that Timothy could in turn pass them on to others who could then pass them on to others."³

This process of developing apprentices is based on what we call the "2-2-2 Principle." In this passage from his letter to Timothy, Paul speaks of reproducing leaders into the fourth generation:

First generation	Paul
Second generation	instructs Timothy
Third generation	to invest in "reliable men"
Fourth generation	"who will also be qualified to teach others"

Pause for a moment and let the significance of this principle sink in. Apprenticeship is not about finding people who can help us do tasks more effectively. We're *not* talking about preparing people to simply replace us so we can move on to something else. At the heart of biblical apprenticeship is a mindset of reproduction: reproducing our leadership so the mission will be carried on to future generations.

We love using the word *apprentice*, because it conveys the idea that the person in that role is aspiring to something more. They are in a temporary role, being trained for something else. An apprentice is not a coleader or an assistant leader; an apprentice is someone who is being equipped and trained to become a leader, who will then be responsible for leading others.

Ram Charan, in his book *Leaders at All Levels*, writes, "Apprentices are people who learn from doing ... practice, feedback, corrections, and more practice. [The apprentice model] is designed to give each promising leader the opportunities that are right for him or her at the fastest pace of growth he or she can handle, defining the learning needed in each new job and making sure the learning in fact took place before helping the leader take the next step or leap forward. With this approach, leaders develop increasingly sophisticated and nuanced versions of their core capabilities in an astonishingly short time."⁴

✕ Just so you know, this is not just theory that we're writing about here. Right now I have two apprentices that I meet with weekly, and he has one. —Jon

In Acts, Luke makes an easily overlooked point about Paul's interaction with his apprentice Timothy. He writes that "Paul wanted to take him along on the journey" (Acts 16:3). What do you think it would have looked like for Paul to take Timothy with him? While there are many

ways in which an apprentice needs to be developed and equipped, we have found a simple process that has proven successful time and time again in a variety of leadership roles or functions—five basic steps that you can follow to take someone "along on the journey" and equip them for leadership. Your ability to utilize these five steps will largely determine the impact of your leadership.*

So let's make this practical. Take a moment to think of someone in your sphere of influence whom you are currently developing, or someone you would like to develop as a leader. What would it look like to walk that person through the following five steps?

1. I do. You watch. We talk.

2. I do. You help. We talk.

3. You do. I help. We talk.

4. You do. I watch. We talk.

5. You do. Someone else watches.

The Five Steps of Leadership Development

1. *I do. You watch. We talk.* As an experienced leader leads a team, an apprentice takes time to observe him or her. Within a few days the two should meet to discuss what the apprentice has observed. This debriefing time should include three simple questions: (1) "What worked?" (2) "What didn't work?" and (3) "How can we improve?" This time of debriefing needs to continue throughout the process.
2. *I do. You help. We talk.* In this phase of development, the leader gives the apprentice an opportunity to help lead in a particular area. For example, if someone is being developed to lead a student ministry small group, the leader might ask that person to lead the prayer time while the experienced leader leads the remainder of the time together. Again, this experience should be followed up with a one-on-one to talk.
3. *You do. I help. We talk.* Now the apprentice transitions from supporting or helping the leader to taking on most of the leadership responsibilities of the team or group. If a person is being apprenticed to lead a team of sound technicians, he or she will operate the sound system and provide leadership for the other sound technicians. The more experienced leader now begins releasing responsibilities to the new, developing leader. As in the previous steps, the leader and apprentice leader should meet regularly to debrief the ministry experience.
4. *You do. I watch. We talk.* The apprentice process is almost complete as the new leader grows increasingly more confident in his or her role. Consider how this step might look in a children's ministry. A children's group leader, at this point, would give his or her apprentice the opportunity to fulfill all the functions of leadership, with the more experienced leader now looking on and watching the new leader in action.
5. *You do. Someone else watches.* This is where the process of reproducing comes full circle. The former apprentice is now leading and begins developing a new apprentice. Ideally, the leader who has developed and released several apprentices will continue to work with those leaders in a coaching capacity.

If there is one section of this book that I want you to photocopy and send to somebody else, it is this section on the five steps. If you memorize anything from this book, memorize these five steps. If you're tempted to steal anything from this book and claim it as your own, claim these five steps. I admit that I did. Honestly, I have no idea where they came from, but I am pretty certain that I didn't make them up myself. These five steps are the key to developing and reproducing lead-

ers, and they have the power to help you and your friends start and spread a movement!*

Every leader will have a relationship with an apprentice, but in addition to this relationship, every reproducing leader also needs the input and accountability of peers.

✕ Most of the staff at Community came from within our leadership and were developed using these five steps. —Jon

3. A Reproducing Leader Needs Peers

In his book *The Five Dysfunctions of a Team*, Patrick Lencioni says the best form of accountability is what he calls "Peer-to-Peer Accountability." He says the healthy competition that is experienced among peers, combined with the natural desire to not let them down, makes the peer relationship an ideal environment for leadership development.

At our church, reproducing leaders find peer-to-peer accountability in something we call "leadership huddles." Huddles are monthly gatherings of leaders in small groups that include four basic activities: (1) praying for each other, (2) sharing wins, (3) disclosing challenges, and (4) exchanging best practices. These huddles are led by a coach, a leader of leaders.

Even before we launched our first public celebration service at Community, we held a monthly gathering for leaders called Leadership Community. We got this idea from Carl George's book *Prepare Your Church for the Future*. In the book, he describes a monthly gathering of leaders that includes three key elements: vision, huddle, and skill.

- * *Vision.* This is a large gathering of all of your leaders to celebrate where God is at work, to honor new leaders, and to look ahead to where God is asking you to go next. This is usually led by the lead pastor.
- * *Huddle.* This is a small group of leaders (four to five) who come together for the purpose of encouragement and accountability. This is led by a coach.
- * *Skill.* This is a midsize gathering of leaders for the purpose of ongoing training, equipping, and development. This is often led by ministry directors or leaders and coaches who are skilled trainers.

We consider these three elements to be like vitamins or supplements that every leader needs on a regular basis. While we have found a monthly gathering

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to be the best way to provide them, the format may vary. But in any case, leaders' experiencing these three aspects of development must remain a high priority in a reproducing church.*

Initially, our Leadership Community was a small group of ten to twelve leaders, but as we've grown and added more campuses, our

Leadership Community has also grown. Now when all of our campus leaders come together for Leadership Community, we can expect up to five hundred leaders and apprentice leaders. As this gathering of leaders has grown, the planning and programming demands of the Vision and Skill times have changed as well. When there were just a handful of us, we would sit around a table or in just a few rows, and it had a very casual, conversational feel. As we've grown, the Vision time has become much more of a production, with a cue sheet and detailed planning. The Huddle time remains roughly the same as it was and will likely stay this way as long as our ratio of leaders to coaches remains low.

What is the value of these times? Our Leadership Community gatherings provide an opportunity for our leaders to be together, sharing experiences, struggles, challenges, and joys. Good leaders quickly learn that they need wise counsel from other leaders. Have you ever noticed that Solomon, the wisest man who ever lived, wrote more about the importance of wise counsel than all the other biblical writers combined? Have you ever wondered why? I think the answer is simple: Solomon was the wisest man in the world, and true wisdom recognizes that it doesn't know everything—it seeks counsel from others (see Prov. 1:5; 12:15; 15:22; 19:20). Reproducing leaders will need to seek wise counsel from their peers. This is the third key relationship that every leader needs.

4. A Reproducing Leader Needs a Coach

When you finally become a reproducing leader, you will inevitably develop a following and begin to surround yourself with a group of peers for support and accountability, as we just discussed. But in addition to seeking counsel from your peers, you will also need to seek out a coach who can provide a different perspective, challenging you in ways that will further your development as a leader.

Several years ago Glen Wagner joined our staff. He was a gifted communicator and strategist. He had already planted three churches and was sought

✕ Dave thinks people come for his vision. They really come for Eric Brawlett's new leader song. For an example of his antics go to YouTube and search on "brawlett chan." If you're ever in Chicago on the first Saturday of the month, you need to check out this big party. —Jon

out by executives and companies for coaching and strategic planning. Early in the tenure of any new staff person, we look for an opportunity to sit down with them and get their initial impressions and observations about our church. We've found that an "outsider's" perspective can be invaluable. I sat down with Glen to talk over some of this with him, and I remember there was one particular thing about our church that impressed Glen the most. He told me he was amazed at how much we valued one-on-one development of our staff. At first I didn't understand what he meant, so I asked him to elaborate. Glen explained that he'd never been in an organization or church that placed such a high priority on connecting with one another in one-on-one meetings for ongoing coaching and accountability.

I was surprised by Glen's observation. I didn't realize that what we were doing was all that unusual. I assumed that this was how most churches and organizations developed their people. After all, what was the alternative? Was there another way to do it? What Glen helped me to see was that this practice of one-on-one coaching had indeed become deeply ingrained in our culture.

I believe that the prominence of this one-on-one development is really just an outgrowth of our emphasis on apprentice development at all levels. We equip and develop our staff the same way we equip and develop all of our leaders, through one-on-one coaching.

Every leader needs a coach. Whether you're a small group leader, a missional team leader, or a leader of a group of students, you need someone who will provide ongoing care and trusted counsel. A good coach can often oversee the development of a small group of leaders, but usually no more than five at a time. The coach connects with each of his or her leaders regularly for one-on-one meetings, as well as meeting with them in a group that we call a leadership huddle. The huddle combines an opportunity for peer-to-peer accountability with the beneficial insight and wisdom of a more experienced leader, the coach. In chapter 8, we'll discuss this coaching role in greater detail.

Developing a leadership layer of nonpaid coaches (leaders of leaders) has long been a priority for us. The temptation we often face is to try to solve the challenge of caring for our leaders by hiring more paid staff. Eventually, though, we came to the realization that in order for us to continue to grow, reproduce, and care for the number of people God continues to send us, we just couldn't afford to hire and pay enough staff to carry out the task. That's why we now emphasize that every leader in our church needs to have a coaching relationship.

Tammy Melchien, who has been on our staff for several years at Community and is now preparing to lead the launch of a new campus, has been on an amazing journey as a developing, reproducing leader. She has benefited from each of the four key relationships. Here is her story in her own words:

TAMMY MELCHIE'S STORY

I started my leadership journey as a campus minister at Eastern Illinois University, where I served for six years. We had over three hundred students involved, but I knew that my primary responsibility wasn't the students; it was pouring my life into seven female leaders who would in turn invest in the lives of their peers. Joy, Jo, Danah, Stephanie, Leah, Stacia, Shawanda—each was a life I knew I was called to help develop.

I would meet with each girl individually and with all of them as a group on a weekly basis to talk about life, study the Bible together, and develop our vision and strategy for reaching the campus. Nothing gave me more joy than to see them grow in their faith and ministry skills. When they graduated, I knew we were releasing well-equipped leaders into the world.

I relied heavily on my own mentors and peers for wisdom, encouragement, and accountability. Even though these people were scattered at various colleges and universities all over the country, we would still try to meet several times a year and were in regular contact through email and phone calls. Every month, I drove six hours (round trip) just to have lunch with one of my key coaches, Monica, who served at a campus in a neighboring state.

When I began to sense that God was leading me to take a next step in my ministry, I turned to Monica for guidance. She spoke words into my life that released me from my current position and began to give me a new vision for how God could use me in a different arena. Any concerns that I had about leaving the students and a ministry I loved were dispelled when the decision was made to hire one of the girls I had developed to replace me. Danah had been one of my first student leaders, and I had the privilege of apprenticing her for three years. When she stepped in to replace me, I knew that the ministry was being left in good hands. I am thrilled to say that seven years later she is still there, pouring herself into the lives of young women.

So where did I end up? Well, at Community, serving in a multisite children's ministry. Let's just say that children's ministry is probably the last thing I ever imagined myself doing! I knew absolutely nothing about leading a children's ministry (or a multisite church, for that

matter). The campus pastor I reported to during my first year at Community played a huge role in my development. We would spend an hour every Sunday sitting on the couch outside the worship center during the second service at our campus. I gleaned so much during those informal chats, learning about the DNA and vision of our church. Glen Wagner, the lead children's ministry director at the time, also coached me. He helped me to see how my leadership gifts could translate into the children's ministry environment. He helped me to discover that even though I was now serving children and not college students, my role was still the same—leading followers and developing apprentices.

When Glen decided to move on, I stepped into his role as the lead children's ministry director. And as I stepped up to replace Glen, those following behind me stepped up as well. I turned over the children's ministry leadership at the two campuses I was overseeing to two of my apprentices, Scott and Mary. In my new role, I focused on developing the children's ministry directors at each of our campuses. But I also felt that a huge part of my role was to create a team atmosphere where each of these directors felt connected to the others, so that peer development, collaboration, and support would be maximized.

One of my greatest joys in leading this ministry has been experiencing the tight-knit camaraderie we share on our children's team. It truly is a team where peers have each other's backs and where our leaders partner together in life and ministry. Not only do I believe this peer support has made our weekly ministry to over twelve hundred kids more effective; it has greatly reduced the rate of staff turnover in our children's ministry.

Now, after seven years at Community, I am standing at yet another crossroads. I am sensing God leading me to take a new step on this leadership path. Once again I turned to my mentors, and with their guidance and after much prayer I am preparing to lead the launch of a new Community campus. Recently I became an apprentice to the campus pastor at one of our locations. As I prepare for this new role, I am also developing several people to replace me in my roles in our children's ministry.

Coaches, peers, apprentices, and followers. A leader's story of development is summed up in these four key relationships. And as

I move on to the next new thing that God calls me to do, I know that though the faces will change, the roles will remain the same. And I will continue to trust that God will use me and the people he has surrounded me with to advance his movement.*

✕ This just in: the next "new thing" God has called Tammy to do is to be a campus pastor for one of our three new campuses to be launched in the city of Chicago over the next two years. She will be great! —Jon

REPRODUCING ARTISTS

The Crucial Creative Class

BIG IDEA Attracting and reproducing artists is essential to starting a missional movement.

- * Artists Catalyze New Communities
- * Artists Help Sustain New Communities
- * Attracting and Reproducing Artists
- * Creating a Culture That Attracts Artists
- * Creating a Culture That Develops Artists
- * Five Factors for Reproducing Artists

If you asked me to give you the absolute essentials for spreading a missional movement of reproducing churches, I would narrow it down to two things:

1. Reproduce more and better *leaders*.
2. Reproduce more and better *artists*.

Obviously, we need leaders who grow people up in Christ, mobilize them for the mission of Jesus, and apprentice the next generation. But we also need artists who can lead and facilitate the large group gatherings of worship and the celebration of our God. Yes, I know this is a gross oversimplification. Still, simplifying it in this way gives us an important focus. I am convinced that if we can get these two essentials right, everything else will fall into place.

Who is Leading a Missional Church Movement?

THE SURRATT BROTHERS, BILLY HORNSBY, and their friends in the

movement called ARC.

TILLIE BURGIN and her amazing friends at Mission Arlington/Metroplex.

ALAN HIRSCH, KIM HAMMOND, and their friends at Forge.

YOUNG JO HA and his friends, who pioneered a global movement from Onnuri

Church in South Korea.

NEIL COLE and his friends, who started an organic movement known as CMA.

CHARLES JENKINS and his friends, who are catalyzing a movement at

Fellowship Missionary Baptist Church.

TIM KELLER, TERRY GEIGER, MARK REYNOLDS, and the friends at

Redeemer who love our cities.

HUGH HALTER, MATT SMAY, and their friends, who started the Missio

incarnational movement.

DAVE GIBBONS and his band of friends, who make up NewSong Global.

MARK DRISCOLL, DARRIN PATRICK, SCOTT THOMAS, and the many

friends who launched Acts 29.

TOM JONES, MARCUS BIGELOW, and their friends, who lead Stadia

church planting.

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