



N E X T

LEADERSHIP NETWORK

VOLUME 6 3RD QTR. 2000

SIX KEY LESSONS FROM EXPLORING OFF THE MAP

Learn to create your own maps. The old ones don't work any more so you will have to chart your own course.

You won't survive the journey by yourself. In this new world, there are no super heroes, only super teams so assemble your team wisely.

When exploring off the map, use a guide and be sure to get help from the natives.

Learn how to "manage the present" while also "preparing for the future."

Hold your assumptions loosely and replace your dependency on planning with preparedness for what lies ahead.

Never, ever, lose sight of the mission.



Field Reports from Exploring off The Map

From all parts of the nation, from multiple faith-tribes and cities, by automobile and by airplane, they came to Denver to join a new expedition called, "Exploring Off the Map." Now, they were together for the first time, eager and ready for the launch of a journey that over the next four days would take them through unfamiliar territory. They were a 21st century Corps of Discovery.

Over 500 men and women stood to take the Oath of the Corps, their voices clear and united. "Having enlisted in the 21st century Corps of Discovery, I pledge to join my heart, hands and mind with others of this expedition to explore unfamiliar territory, being open to what lies ahead; to engage and learn from others; and to ask the blessings of Almighty God for the journey."

Commissioned by President Thomas Jefferson in 1804, the goal of the first Corps of Discovery was to explore and map the fabled "Northwest Passage," a navigable river route connecting the Missouri River with the Pacific Ocean.

The goal of the "21st century Corps of Discovery" was different. While the first Corps sought a passage through uncharted lands, the 21st century Corps sought a passage through an uncharted culture. The mission of the new Corps was "to look beyond the present-day horizon and explore the changing national and global landscape for the purpose of charting new maps for the 21st century."

They were led in their journey by a team of Chief Scouts that included story teller/film producer Dayton Duncan, learning organization pioneer Peter Senge, experience economy experts James Pine and Jim Gilmore, consultant/teacher extraordinaire James Collins, systems thinking/organizational pioneer Margaret Wheatley, world class observer/author Robert Kaplan, management and organizational behavioral leaders Marjorie and Ken Blanchard, and church historian/cultural maven Leonard Sweet. In addition, outstanding practitioners from local congregations across the country served as Guides for more than 25 specialized cartography sessions.

Just as the first Corps of Discovery recorded their reflections and key learnings in their journals, so did members of the 21st century Corps. We invited several members of the 21st century Corps to reflect on their experience at Exploring Off the Map, and the following excerpts from their journals are used with their permission. ❄

A Map of
**THE EXPEDITION OF THE
 21ST CENTURY CORPS OF DISCOVERY**

A Learning Experience Known As

"EXPLORING OFF THE MAP"

MAY 23-26, 2000 IN DENVER, COLORADO

By Design of LEADERSHIP NETWORK,

ADVANCE SCOUTS FOR THE EMERGING CHURCH.

The Launch

Scout **Dayton Duncan** established the context for the journey by reviewing the composition and struggles of the original Lewis & Clark expedition and the valuable lessons on team, diversity and commitment learned by the Corps of Discovery.

"I am very excited about the future of the church in America, but definitely relate to the gaps in the map that Lewis & Clark faced as they set out on their expedition. The combination of excitement and fear is the same I feel as I think about leading over the next decades." -*Jeff Jones, Pastor, Fellowship Bible Church North, Plano, TX*



"I like the fact that this crew was made up of people on the edge in so many ways. I am comforted, in some mysterious way, by the fact that they did not have it all figured out and in many points along the way they were dead wrong. Yet, their journey was bigger than individual pieces. I am glad that it was messy, for out of their mess - several times - new learnings emerged. My head tells me that this journey could not have happened by 'man's' power alone. It feels that there was some higher power overseeing this experience. That too, lets me put my faith in the unknown and give God lots of room to move."

-*Terri Elton, Director of Changing Church, Prince of Peace Lutheran Church, Burnsville, MN*

We Proceeded On...

Peter Senge, a pioneer in systems thinking and learning organizations, reported on the differences in Western and Eastern belief systems and practices.

"Peter Senge was one chief scout who rocked my thought-world. He spoke prophetically about how the church had been 'co-opted by materialism.' We have adopted the heresy of believing that,



in his words, "The trees move the wind" in contradiction to Jesus' teaching about the Spirit in John 3. I've chewed on that piece of meat since I left Denver. I realize that we have been co-opted by materialism at a level far deeper than buildings and budgets. Are we ministering through living the life that Jesus shows and teaches us how to live, or uncritically baptizing the practices of the world and commerce? Does anything genuinely distinguish our ministries and churches from the practices of the world?" -*Ron McCrary, Senior Rector, Christ Episcopal Church, Overland Park, KS*

"Senge says what we are doing is not producing the product we care about—happiness. I think I would have to agree... I look at the stats about social problems and Christians are often doing worse in the percentages than non-Christians. What's this all about?"

-*Tammy Kelly, Ginghamburg United Methodist Church, Tipp City, OH*

"Peter Senge blew me out of the water. I expected a short digest of *The Fifth Discipline* but he gave me much more. I was stunned when he shared about the growth of Buddhism among the younger generations. It grieves me that we are presenting a Christianity that seems so irrelevant, stuffy and institutional that many cannot see the essence of what a vibrant relationship with Christ is all about."

-*Jeff Jones*

Leaders in understanding the shift to an experience economy, **Joe Pine** and **James Gilmore** outlined the economic transformation underway and its implications for the culture and church.

"How can we foster a genuine experience and encounter with God that people would not think of missing? We have the only true, real and significant experience to offer. Why, then, is everyone rushing to all these other places? What am I doing that is distracting people from a genuine and transforming experience with God?"

-*Jeff Jones*

"We need to continue to expand our thinking of how we can disciple people. It's not just about great teaching, a great book, the right conversation...it's the total of the experience we, as Christians, create around us."

-*Tammy Kelly*

DENVER





Based on research from his forthcoming book, management consultant and author, **Jim Collins** examined what it takes for companies to move from good to great and introduced his concept of the Level 5 leader.

"How and when do you say, 'No?' If you always say, 'Yes' it will have the same result as saying, 'No.' Good vs. great is a strong concept. I love the partnership in Level 5 leaders between humility and will. Many leaders have the will but humility is the rare commodity." -Tammy Kelly

"Essential in the transformation from a good to great organization is a Level 5 leader...a gifted leader who is deeply committed to the mission but also humble and selfless...a servant leader." -Jeff Jones

"As a leader using the *Built to Last* ideas for several years, I was afraid his session would not stimulate my thoughts at the end of a very full day. I was wrong. His two sides of the selfless executive that helps organizations go from good to great, and his challenges to us as 'church leaders' were profound and BOLD. The learnings I took home from this day are already being woven into practical conversations with my teammates. I anticipate more conversation in the days ahead. The map is being etched. I have made some great contacts today with people that I believe will become partners in ministry in the future." -Terri Elton

Oh, the Ocean...View in Light!

A pioneer in thinking about new organic organizational structures, **Margaret Wheatley** spoke of the inward journey of the leader.

"She spoke prophetically about the toxicity of life when we try to live life at the speed of light. She reminded us that there are two speeds in the world: the speed of light and the speed of life. We damage others and ourselves when we try to live at the speed of light. How many of our churches have grown large by the efforts of pastors, staff and members who are living at the speed of light in the doing of ministry? Over the long haul, are we damaging others and ourselves? Is this what Jesus intends when he commands us to, "Go and make disciples?" It will take great courage to explore some other ways of doing ministry with people in a new world that is off the map of our familiar existence." -Ron McCrary



"What are the new measuring sticks? In our church, we measure by the number of people baptized or confirmed. What if we measured by the number of people in our area that have not heard about Jesus? I can think of no better descriptor for today than relational.

The focus has shifted to push relationships deeper. Maybe Wheatley and her 'department of the interior' were more than a 'talk' and somehow became the challenge for the day, for many of us have lived out the idea of moving at the speed of LIFE not light." -Terri Elton

Thursday night, the Corps of Discovery shared communion and a time of community in squads or small groups.

"This evening's 'celebration' was risky but powerful. My squad from Tuesday was reduced to only two, but we joined together with another group and it was amazing. The affinity we shared and risks we took were awesome and moved us to deep bonds as brothers and sisters in Christ. Bridges have been built. Stories shared. Hearts joined." -Terri Elton

Returning Home

"I now reenter the world that was familiar a week ago, yet some how I am changed - different in ways I cannot fully explain. The plane is full - many of my fellow explorers are aboard. The conversations around me vary. The Lewis and Clark metaphor is alive and woven in with Senge, Collins and a host of others as two explorers debrief their journey.

Other explorers are already scouting the territory - they are already in the mission field living their mission. They are present with people - listening - really listening to those that have been randomly placed beside them. They are traveling at the speed of life - at least for the moment.

I identify with all of them - in some way - yet choose to quietly reflect in their midst. My thoughts drift back to Len Sweet's powerful closing session - his summary words woven together with powerful worship songs, the 'washing of feet' and united voices in 'Joy to the World.' It certainly continued the celebration experience from Thursday night and empowered us to sail into the wind. That experience will carry me miles into my journey ahead.

Thank you to all who prayed, planned, prepared and participated in this experience...and thank you, God, for letting our journey together take place on such holy ground!" -Terri Elton





LET US BECOME REFUGEES.
LET US LEAVE OUR NATIVE LAND,
OUR COMFORTABLE AND SACRED PLACES...
OUR TERRA FIRMA TWICE-TAMED AND TWICE-REMOVED.
OUR WELL-WORN MAPS AND BOULEVARDS
CARVED DEEP INTO ACCUSTOMED SOIL.
AND LET US FOLLOW JESUS INTO THE WILDERNESS
OF LOVE, MAPLESS AND UNTOUCHED...
LET US BECOME SERVANTS TO A PEOPLE AND
TO A LAND WE'VE NEVER KNOWN.

BUT WE SAY THE COST IS TOO HIGH.
WE DESERVE THE BEST IN LIFE.
RED CARPET TREATMENT.
GATED COMMUNITIES AND GATED CHURCHES.
JUST THINK WHO WE ARE.

WE ARE A CHOSEN PEOPLE, A HOLY NATION,
A ROYAL PRIESTHOOD,
A PEOPLE BELONGING TO GOD.
BUT FOR A REASON BEYOND OURSELVES.
THAT WE MAY DECLARE THE PRAISES OF THE
ONE WHO CALLED US OUT OF DARKNESS
INTO LOVE'S MARVELOUS LIGHT.
FOR ONCE, WE WERE NO PEOPLE,
BUT NOW WE ARE GOD'S PEOPLE.
ONCE WE HAD NOT RECEIVED MERCY,
BUT NOW WE HAVE RECEIVED MERCY.

LET US, LIKE JESUS, SET ASIDE OUR CROWNS.
LET US LEAVE OUR STATUS AND COMFORT BEHIND.
LET US POUR OURSELVES OUT
AND LIVE AS REFUGEES IN THIS NEW, UNCHARTED LAND.
WHAT WONDROUS LOVE!

SALLY MORGENTHALER, *EXPLORING OFF THE MAP*



The Corps of Discovery from **GRACE COMMUNITY CHURCH IN NOBLESVILLE, INDIANA** included ten people. As part of their preparation for EOTM, together they watched the PBS video on Lewis & Clark that was provided to all 21st century Corps members and drew 15 leadership lessons from the video. You can read their entire list at <http://www.largechurch.org>. They also identified some significant "take aways" for their church from EOTM, including these seven:

1. EOTM WAS AN AFFIRMATION OF THE WAY THAT GOD HAS LED US FOR THE PAST NINE YEARS. The themes from the speakers were consistent with our commitment to servant leadership, participative collaborative leadership, team leadership, and the need to enable people for significant service and ministry opportunities. Much of what we heard was a confirmation of God's faithfulness to us, as we often have not had all the answers, or the rationale, behind our decisions for moving to new wineskin paradigms.

2. WE DO NOT WANT TO EXPERIENCE WHAT LEWIS EXPERIENCED IN HIS LIFE AT THE END WHEN HE GOT OFF MISSION. Staying on mission is healthy. Teamwork and purpose are healthy. Only one person died while the team was on the journey, but it seems as if their lives fell apart when they returned and were not focused on the mission. We are committed to the vision, mission and core values that God has given us, and feel that ministerial and relational suicide is a possibility if we get off mission.

3. WE FOUND THE DEFINITION OF LEADERSHIP AT EOTM INTERESTING. IT WAS NOT FOCUSED ON DOING OR BUILDING SOMETHING AS MUCH AS IT WAS FOCUSED ON PROPER RELATIONSHIPS WITH PEOPLE. In other words, leadership focused on connective issues such as passion, energizing human communities to shape their futures and to face the skeletons in their closets, and seeing the largeness and human capacity in people. Also, a significant part of leadership is helping people to understand what is going on in the world around them.

4. OUR CHURCH IS INDEED A LEARNING ORGANIZATION; THEREFORE, WE MUST LISTEN AND LEARN FROM OTHERS. We are trying to understand for our purposes what Margaret Wheatley meant when she said that when we go outside the organization we are in effect disempowering our own people. We are committed to living in that tension between learning from others outside the organization and learning from those who are in our organization.

5. WE ARE COMMITTED TO PURSUE AND UNDERSTAND HOW WE CAN INCORPORATE THE SABBATH PRINCIPLE INTO OUR INDIVIDUAL LIVES AND INTO OUR ORGANIZATIONAL LIFE. We do not want to fall into the trap of our society, which organizes around values that are suicidal. The question that we want to answer is, "How do we rest and do the things that need to happen in ministry?" We realized that the Buddhists have figured this one out.

6. THE CULTURE'S TAKE ON THE "PITCH" OF CHRISTIANITY AND THE NEW INTEREST IN BUDDHISM IS A SAD COMMENTARY ON THE MODERN APPROACH TO CHRISTIANITY IN AMERICA. American evangelical Christianity has spent too much time on the "doctrinal" end and not enough time on the "practice" end of the doctrinal-practice continuum.

7. WE WANT TO EXPLORE AND BETTER UNDERSTAND WHAT IT MEANS WHEN THE FLYWHEEL GOES FASTER WITH CONSISTENT FORCE AND EFFORT (COLLINS ILLUSTRATION). How does this concept relate to moving from good to great? Is the relationship of preserving the core, while stimulating innovation, a part of this flywheel dynamic?

to access the complete journals of selected



Reflections on the EChM Experience

BY TODD HUNTER



Tuesday evening dinner

I knew I was in the right place when one of the pastors across the table from me recounted the story of spending 10 hours in the car with his son driving to Denver. He said the whole way his son tried to convince him that “Dad, you’ve gotta do church differently. Church is boring, irrelevant, and I get nothing out of it.” As we kicked around the implications of this discussion, it seemed to boil down to the question, “How do people really change and grow in Christ?”

The Launch...Tuesday night

As we heard the story of Lewis and Clark, I was moved by the sense of their teamwork, how they joined “with hand and heart.” I was also challenged by the knowledge that Lewis and Clark and the Corps of Discovery routinely sought advice from the Indians to learn, as any missionary would, the language, customs and culture. I love the quote, “Real men stop and ask questions of native people.” Without the Indians, Lewis and Clark would never have made it. Without the help of indigenous people in contemporary culture, the church won’t make it to the other side, either.

I also was instructed by the idea that the Corps of Discovery thought of themselves as explorers and not a war party. This has to be our attitude toward contemporary culture — we are not at war with them, we are explorers looking for the initiation of God’s kingdom in the culture so we can come alongside it as ambassadors of His kingdom and partner with Him.

I left the meeting tonight thinking what a great storyteller Duncan was, and what a great story he had to tell. The question hit me as I was in the elevator going to my room, “What if we knew and could tell God’s story revealed in the Scriptures as well as Duncan told of Lewis and Clark?” I wondered if that kind of winsome storytelling might be a real inroad to the hearts of people who question the notion of “truth.”

We proceeded on...Wednesday morning...The Prophet Senge

This session was prophetic to me because of Senge’s grasp of Christianity needing to be, and having been designed to be, a practice and not simply a set of beliefs or intellectual assents to certain theories about the atonement or the inspiration of Scripture, etc.

I believe Senge said out loud what many of us have believed — that the modern and transitional postmodern culture rejects the spirituality of most of evangelicalism. If we as Christian leaders do not become serious apprentices of Jesus, demonstrating in our daily living a new kind of life, not simply a life that begins when we die and if we don’t, in Gandhi’s words, “First be the change we seek to produce,” then I believe we are going to continue to lose credibility in the culture.

Wednesday afternoon...The Experience Economy

I again felt like we were being prophesied to in the same way the prophets of old reminded the nation of Israel about the things that God had done in their past. These things were commemorated in memorials and ceremonies which, when recaptured by the people of Israel, had a wonderful heartening affect, tying them to the story of God in their history. Simply taking baptism and the Lord’s Supper seriously would significantly add to the church’s experiences. These words are a great challenge to our performance-oriented worship services, where we script and choreograph something we “do to other people.”

Thursday morning...Margaret Wheatley

I can’t think of anything as a pastor that would excite me more than the idea that, “Nurturing the human spirit is the major task of our age,” and that big goals, no matter how big they are, can never live up to the excitement that “soul-sized affairs” have. I believe she was also being prophetic when she talked about the speed of life causing us to lose each other and our own sense of consciousness and prohibiting us from doing the kind of reflecting, thinking, and standing back that we all need. In fact, Jesus said these activities — he called them repentance (in Greek *metanoia*) — were both the way in to his kingdom and the way on. I’ve seen innumerable men and women give in to the ever-increasing speed of life, only to end up committing spiritual suicide. Wheatley effectively rebuked my notions of modern individualism, teaching me that nothing exists independently of relationships, that our old command and control models just don’t work. They do not have the capacity to nurture the imprint of God in human beings. There is no use in trying to re-tool these modern institutions. They must be re-founded on a new basis. She sent my mind out of the room when she described passionate vision as, “an idea or an emotion that insists on its being,” and then you structure around that.

Friday morning...Ken and Marge Blanchard

Contemporary times require us to manage the present while simultaneously creating the future. WOW! What a big idea! I’ve certainly felt this pressure. The idea that “Managers will kill your future because they’re overwhelmed by the present,” made me wonder how much I actually lead versus simply manage.

I found it helpful when Marge encouraged us to “forget” and look at things with “new eyes.” Getting the eyes of children or the eyes of “aliens” and seeing things from outside our system would be tremendously helpful.

Friday morning...Len Sweet

- “If you’re over 38 you’re an immigrant,” Len said. “If you’re under 38, you’re a native.” This reinforced in me what I’ve been intuiting, and that is that many, if not most, of our assumptions about pastoral function are based in late-modern Christendom and are not really functional for making the kind of disciples who can reach contemporary culture. I believe the challenge for us will be to learn to be missionaries, apostles, theologians and disciple-makers again.

- Len’s right when he said, “The last thing leaders need is to try to be in control.” A quick survey of the New Testament demonstrates that Paul trusted the presence of the Holy Spirit operative in a community and the Word of God to guide them. For the fourth or fifth time during the week, we were reminded that the corporate model will not work for the church, at least not in the sense of making disciples who routinely embody the things of the kingdom of God.

- Culture is not the enemy. This reminds me that I am to be neither a basher of modernity nor a faddish embracer of post-modernity. But rather, culture simply is. It’s the water we catch fish in, and you catch fish on their terms — where they are, not on our terms — where we wish they were. Thus the need, again, is for us to be missionaries.

- What technique and program were to the modern world, authentic spirituality will be for “the church on the other side.”

Headed for home

I left the room, bumping into and saying goodbye to old friends and new acquaintances. I walked out to my rental car, put my bags in the back and got out the map to the airport. “A map,” I thought to myself, “is not a luxury we will have as we build new churches for the contemporary person.”

Todd Hunter, former director of The Association of Vineyard Churches, can be reached at todd@mail.postmodernmission.org

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