

*According to author and consultant William Bridges, "It isn't the changes that do you in; it's the transition." And these days, it seems everyone is dealing with multiple, not single, transitions. Leadership Network is no exception. Just as many of the leaders and congregations with whom we work are trying to transition to the 21st century, we are, too. This special issue is our way of sharing with the readers of NEXT our transitions of recent months and what they mean for Leadership Network and the people and congregations we serve.*

THE STAFF OF LEADERSHIP NETWORK



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F R O M L E A D E R S H I P N E T W O R K

## SPECIAL EDITION

***"Even if you are on the right track, you'll get run over if you just sit there."***

What Mark Twain knew in the 19th century is equally true, if not more so, at the beginning of the 21st century.

Even though the recipients of Leadership Network services and products tell us we have been on the right track, we know we can't "just sit there." And we haven't.

This special issue of *NEXT* is the culmination of 18 months of listening, study, self-examination, reflection and prayer on the part of Leadership Network.

We have listened to attendees at forums, readers of our publications and participants in special focus groups around the country. We have sought counsel from wise advisors. We have studied the ever-changing culture and looked at effective organizational models.

We have re-examined the nature of who we are and what we do and clarified our mission and values.

While we have reflected on our past, we have chosen to focus on our future and what that means for us as an organization and for our customers.

And we have sought divine direction for our initiatives.

**The result is a new/old Leadership Network.**

We have a new clarity and focus to our mission which is *accelerating the emergence of the 21st century church.*

We have a new executive director and other staff as a result of expanding our capacity to connect you with people, ideas, and resources.

We will be providing new resources in the form of *NetFax Plus*, *Champions Connections*, a re-configured *NEXT*, more enhanced forums, adventure learning events and expanded web sites.

We have a new logo that reflects our continued commitment to build networks of innovative leaders and congregations across the country.

We have a new address and offices since moving to Dallas in July, 1997.

The old and organizing Leadership Network question, however, "*How can we be useful to you?*" is still basic to who we are.

The old guidelines of working with leaders who are islands of health and strength, life-long learners, and agents of change remain in place.

The old objective of staying "on the edge" is more intentional than ever.

And the old end result of transforming lives through local congregations is still the desired outcome.

As we enter the 21st century amidst times of change and transition, church leaders, congregations and organizations have a choice between being driven to the future in fear or drawn to the future by a vision of the new.

**We at Leadership Network have chosen the latter.**

**We hope you will join us on the journey.**



## Why I'm in the Game

Bob Buford

In my book, *Half Time-Changing Your Game Plan from Success to Significance*, I wrote that the second half of one's life is now a new and unprescribed opportunity for many people. My half time came in my early forties when I decided that being successful in business wasn't enough to have a complete life. Leadership Network is the way I made the shift from success to significance. It has been the vehicle that has allowed me to transform my passions, dreams and material resources into fruitfulness for God's Kingdom.



Bob Buford

Peter Drucker, my mentor, friend and great teacher, has said that "the emergence of the large pastoral church is the most significant social event in America today." I believe the Church is intended to be the mediating institution which transforms belief into behavior that results in service to others and that we are at a moment in church history in which this transformation is becoming more of a reality than ever before.

The Book of Ecclesiastes tells us that "life is seasonal." Our move to Dallas signals a new and renewed season in the life of Leadership Network. The large church has changed dramatically in the dozen years since Leadership Network was founded. The church of the 21st Century is reforming itself into a multi-faceted service operation. Leadership and team building are the issues of the day for this new century.

Based on a deep respect for unchanging Biblical truth, Leadership Network will, in this new season of life, continue to monitor the changing culture in search of implications for churches and church leaders, search for the best tools to use in the service of the Gospel, and help leaders connect with each other.

That's why I'm in the game.

*Bob Buford is the founder and Chairman of the Board of Leadership Network.*

## A Brief History of Leadership Network

Leadership Network began with one entrepreneur and one question. The entrepreneur was Bob Buford and the question was "How can I be useful to God's Kingdom?"

In 1984, a second entrepreneur, Fred Smith, Jr., joined the effort and together the two began to create a network of large church leaders across the United States. From the beginning, the network has crossed denominational lines and included mainline, evangelical, as well as independent churches characterized by their innovation, desire to be on the cutting edge of ministry, and entrepreneurial leadership.

While Leadership Network was founded and remains guided by the core tenets of Biblical faith, our focus has always been on the practice and application of faith at the local church level that results in transformed lives.

We have sought to build on the existing islands of health and strength, focus on leaders who are life-long learners, and

who are in positions of influence and can effect a wider distribution of change.

The work of Leadership Network has evolved through the years in response to a simple question, "How can we be useful to you?" The answers came first from senior pastors of large churches and later, other ministry staff of large congregations. Still other answers have come from denominational leaders, theological educators, church consultants and people committed to mobilizing the laity. Recent answers have come from Teaching Churches and a network of young leaders of the next generation of churches.



"I have been to five forums and have never returned without being tremendously refreshed and encouraged. Relationships I have developed through these forums provide me with a proven network of people. It's not like picking up the Yellow Pages. I now know who to call for very specific needs."

*-Barry McKenna, Director of Administration, Ward Evangelical Presbyterian Church, Livonia, Michigan*

"What a joy it was to be a part of another Leadership Network forum for church administrators. You are a god-send to help us stay on the cutting edge of learning and high tech, as we continue to reach and disciple people for the Lord Jesus Christ."

*-F. Marvin Myers, FCBA, Executive Director, National Association of Church Business Administrators*

## We're a "Network of Networks"

We believe the network is the defining organizational form of the 21st century and the most appropriate way to accomplish our mission.

Our new organizational form is essentially a "network of networks" that reflects both the diversity and scope of our mission.

### There are three core networks.

*the church leader network...*

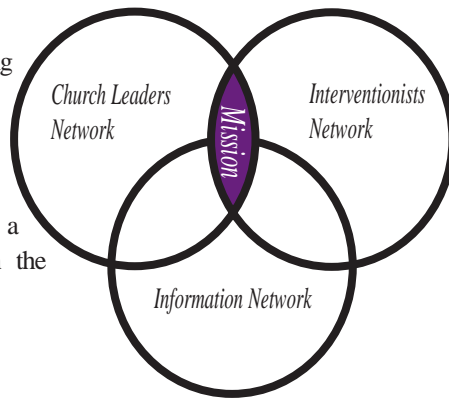
is the primary customer base of Leadership Network and comprised of "innovative and early adopter" local church leaders who lead 21st century churches and churches most likely to become 21st century churches. This network identifies "best practice churches," looks for common principles, and then translates the principles into processes that can be applied to other churches. It is the eyes, ears, and most importantly, the reality check for us. The people in this network are a major focus of the investment of our resources in terms of staff, time, and capital, and the network is nurtured through peer learning at forums, periodic conferences, and special learning events.

*the interventionists network...*

accelerates the pace of learning of those who intervene in local congregations. These leaders include consultants, denominational leaders, teaching churches, tool builders and suppliers. Through customized forums, workshops and relationships, it seeks to connect the best practices in these fields. It assists interventionists to, in turn, assist churches in an effective and productive manner.

*the information network...*

explores the future and what is being forecast in a wide variety of disciplines in addition to identifying ideas, concerns and trends in innovative churches. Once synthesized, these learnings are then translated into appropriate communication channels such as *NetFax* and *NEXT* to assist church leaders in reaching decisions about the future direction of their church and transitioning to become a 21st century church.



## Playing for Keeps

*Leadership Network Prepares for the Future*

Mark Sweeney



Mark Sweeney

Bob Buford tells us why he is "in the game," and using his talents and resources for Christ's Kingdom. As a new member of this team, I find I am already fully energized for the task of helping retool the emerging 21st century church.

Leadership Network is entering a new period in its life. We are acknowledging that, like the church itself, we must change in order to meet the rapidly multiplying needs of our customers. In addition to our new home here in Dallas, we have a renewed commitment to develop systems and structures that will enable us to provide you with the type of tools and knowledge you have requested.

Since our beginning in 1984, our purpose has been to provide leaders of innovative churches with a wide variety of resources and networks. While our mission has evolved and expanded, our constant question to you - our customer - has not changed. "How can we be useful to you?"

Change is not something we shy away from at Leadership Network. In fact, we know that our ability to embrace and interpret change is absolutely vital to our commitment of service to you.

Increasingly, islands of health and innovation are percolating to the top all across our nation. The congregational landscape is in constant motion. Where there once were one hundred churches who "got the message" of innovation, there now exists a thousand. Across North America we see scores of churches growing in effective ministry who "Get it...See it...and Do it."

The Leadership Network team is moving, growing and changing...and we're playing for keeps.

*Mark Sweeney is Executive Director and Chief Operating Officer of Leadership Network.*

## Our Mission and Values

**The mission of Leadership Network is to accelerate the emergence of the 21st century church.**

We believe the emerging paradigm of the 21st century church calls for the development of new tools and resources as well as the equipping of a new type of 21st century church leader, both clergy and laity.

This new paradigm is not centered in theology but rather it is focused on structure, organization, and the transition from an institutionally based church to a mission driven church.

We value innovation that leads to results and working with Kingdom perspective church leaders. We value seeing fruit on other people's trees. And finally, we value getting it "right" for those we serve as well as for our team.

# Church Leaders Network

**B**rad Smith is the Director of the Church Leaders Network. He joined Leadership Network in 1993 and provides leadership to the forums, networks of church leaders, Leadership Training Network, and new projects.



*Brad Smith*

**NEXT...**What is the purpose of the Church Leaders Network?

**BRAD...**Our purpose is to discover and define the best practices of innovation, effectiveness and health in churches of all types, and provide peer-learning opportunities for leaders to learn from each other.

**NEXT...**What is the key to the success of these networks?

**BRAD...**The key is finding the right church leaders and building networks around them. Without these key individuals, Leadership Network would be just another think tank or “we’ve got the answer” group. We really work hard to avoid that approach. We’ve also learned the art of finding interesting people and grouping them so there is enough sameness for dialogue, yet enough diversity to create a challenging learning environment. We connect people. They are the experts; we build the learning opportunity around them.

**NEXT...**There are several types of church leader networks. How do they differ?

**BRAD...**Our first network is one that consists of large churches. Within that network, we have networks of senior pastors, executive pastors, and other types of local church staff groups. Then, we have a team ministry network. These are churches that are pursuing innovative lay mobilization and team ministry. We also

have some new networks, led by Doug Pagitt. We are also just beginning networks of urban, minority, and ethnically diverse churches.

**NEXT...**Explain how learning within a network takes place.

**BRAD...**Most of the learning takes place in forums which are face-to-face meetings of key leaders in the network. If we do our job in selecting the right people to invite, the forums look easy. In most cases the participants establish their own agenda. In enhanced forums, we may bring in a key expert in the field to start the discussion at an advanced level, but we limit the “presentation” time, otherwise people get out their pens and turn off their brains. When *the participants* are the experts, they jump in with full brain energy and are challenged by new ideas and learn from each other and across denominational lines.

For advanced learners, we find that the forums are often more helpful and timely than structured training programs. Among paradigm pioneers, by the time the innovation is recorded in a book, often the culture has already moved to make it obsolete.



*Bottom row, L to R: Doug Pagitt, Molly Smullen. Top Row, L to R: Carolyn Cochran, Brad Smith, Alex Landin, and Nancy Kiser*

**NEXT...**How do you account for the fact that people often describe Leadership Network as “unique”?

**BRAD...**Leadership Network seems to emphasize proactive spirituality. We promote strong leadership using proactive

gifts in a manner that is dependent upon God to create supernatural results. We are not just the hard edge of leadership practices nor the soft edge of spiritual reflection. We weave the two together in a way that honors God-given leadership gifts, but doesn’t set them above the necessity that if God has not preceded the leader, his or her efforts are useless.

**NEXT...**What about the next generation of church leaders?

**BRAD...**Doug Pagitt recently joined Leadership Network to lead our initiative in building a network of young leaders, both men and women, born after 1960 who are the future. He’ll be continuing to identify and resource church planters, youth ministers, college ministers, ministries to Xers that are “churches within a church,” in addition to young senior pastors.

**NEXT...**What is the biggest challenge for you now?

**BRAD...**One major challenge is that our culture is changing so fast that our church clients are constantly on the lookout for how they can proactively lead those changes in positive ways. That requires us to work overtime to continue to sort out the difference between a fad, a trend, a true innovation and the larger movement of God.

**NEXT...**What really excites you about your job?

**BRAD...**It is great to be at a vantage point where you can see, on a daily basis, where God is at work and then help others to see that. In what other job do you get to see the best of the best - the best of what God is doing among denominations and beyond? I am impacted every day, in very concrete terms, with all the good things God is doing and how awesome He is.



## First Ideas, Then Results

LEADERSHIP  
TRAINING NETWORK

Is there a common factor in congregations who go beyond ideas to actually implement innovation? Yes.

Put simply, it is the ability to build proactive systems to empower people and release their gifts in service.

In 1994, the Leadership Training Network (LTN) was created by Leadership Network to help churches build the systems needed to translate innovative ideas into reality. Led by Brad Smith and Sue Mallory, LTN has trained over 5,000 people throughout the US and Canada.

During the next three years, LTN will complete its “incubation” stage within Leadership Network. As an independent training organization, it will continue to help churches implement new ideas that surface within Leadership Network forums and learning events.

## Interventionists Network

Dave Travis is the Director of the Interventionists Network and joined Leadership Network in 1995. Based in Atlanta, he works with denominational “Church Champions,” consultants, teaching churches and others who have a direct impact on local congregations.



Dave Travis

**NEXT...** Define the Interventionists Network.

**DAVE...** This network is comprised of people we call Interventionists who are church consultants, teaching churches, judicatory and denominational leaders, tool builders and suppliers. We want people who give “hands-on” help to a number of churches. We identify “best practices,” look for common principles and then translate those principles into processes that can be applied to other churches. Finally, we identify the need for new tools and connect the appropriate tool builders to the target market.

**NEXT...** How has the Interventionists Network evolved?

**DAVE...** Because Leadership Network already had a solid reputation of serving large churches, we sought to identify a vehicle for sharing that knowledge with mid-size congregations. In 1995, we began working closely with judicatory leaders who would then pass “the baton of learning,” so to speak, to their congregations. We also included independent church consultants in that target group. Of course, both leaders and consultants, whom we call “Church Champions,” work with congregations of all sizes, but this seems to be a good way to help mid-size churches without reinventing the wheel. A second expansion we undertook recently was to serve Teaching Churches, who are innovative congregations that mentor other learning congregations. We strive to have our learnings multiplied through a variety of networks.

**NEXT...** How do you connect Church Champions to local congregations?

**DAVE...** Once Church Champions have attended our learning events, we are better able to link them with local congregations who are seeking guidance on specific issues. We often try to look at geographic and denominational commonalities when making this match.

**NEXT...** What’s new in the Interventionist area?

**DAVE...** I’m really excited about the “Connections” service. It is designed for those leaders who want to accelerate their pace of learning or who are on a fast track. Each quarter, we are going to supply them with premium information such as reprints of significant articles, notes, audio tapes from Leadership Network events and an on-line interactive service. In addition, they will receive a quarterly book with annotated notes with implications for Church Champions and congregation leaders. Our hope is that we develop a high level learning community.



Linda Stanley and Dave Travis

**NEXT...** What really excites you about your job?

**DAVE...** For the past five years, my personal mission statement has been to add value to leaders who are building God’s Kingdom by making them more effective in carrying out their commission. I see this as an enabling role rather than a direct leadership role. What is truly exciting is being able to live out my mission statement and see direct results of the work God has called me to do.



## Information Network

Carol Childress is the Director of the Information Network. She joined Leadership Network in 1991, is the author of *NetFax*, and until recently, was the editor of *NEXT*.



Carol Childress

**NEXT...**What is the purpose of the Information Network?

**CAROL...**Our purpose is two-fold. First, it is to explore the future both in terms of new ideas and innovations within the Church and secular arenas. Secondly, it is to be able to take that information, plus our learnings from church leaders and interventionists, and disseminate that knowledge through a variety of channels. Some customers have called us a “headlight” to the future, meaning that we don’t have all the answers but we help provide direction to the future based on our study and contact with leaders in a variety of disciplines. We explore, we gather what we’re learning and then transfer those learnings to our customers because information, unless it is shared, has no value.

**NEXT...**How do you sort through the mass of information that’s available to leaders today?

**CAROL...**I hope we never get to the point of focusing on information for information’s sake. As a culture, we are drowning in information but starving for wisdom. We are not interested in giving people an “information dump.” Our chief aim is to sift through the information and get to the real value, which is knowledge and wisdom relative to the critical issues that local church leaders are dealing with in terms of leadership and mission. We do this by extensive reading, by attending conferences and seminars, by networking with leaders in a wide variety of disciplines and by being in a continual learning mode. And, of course, our primary source of learning is our “customer.” I hope we are active and effective listeners.

**NEXT...**What is new for 1998?  
**CAROL...**In 1998, we will introduce a new resource piece, *NetFax Plus*, which will identify resources and be more on the practical application side of ministry. The ongoing response to *NetFax* continues to be very positive and *NetFax Plus* will complement the ideas contained in *NetFax*. Our website will become more timely and interactive. We are also reconfiguring *NEXT* to make it more useful to readers. Our goal is always to connect Leadership Network customers with the best leaders, ideas and resources.

**NEXT...**What is your biggest challenge?

**CAROL...**A continuing challenge is to stay on the edge, to try and find the seedbeds of innovation both within local congregations and the culture. A second challenge is insuring that we have the appropriate channels of distribution for our learnings and the capacity to continue delivering information at the level of excellence we believe Leadership Network customers deserve.



L to R: Carol Childress, Patricia Morrissey, Colleen

**NEXT...**What really excites you about your job?

**CAROL...**Because the product of our work is the diffusion of information and innovation, it is often difficult to know the impact that information has on congregations and individuals. So, I get excited when I hear from customers who tell us that an idea or a connection we have facilitated has made a difference in the life of the congregation. These are wonderful times of opportunity and I believe it has never been more exciting, nor challenging, to be a Christian and to be involved in Kingdom work.



## Get it...See it...Do it.

Leadership Network’s internal “code” for our work is expressed in these six words: “Get it...See it...Do it.”

“*Get it*” defines the body of ideas being developed by today’s most innovative church leaders. The core of these ideas is the eternal and unchanging Biblical truth. Their application is in the context of an ever-changing culture and through new tools and forms that are appropriate for this day and age.

“*See it*” identifies the best practices and models of innovation. Church leaders need to see these ideas embodied in a working model and within churches and leaders like themselves.

“*Do it*” provides the resources, tools, training, processes and connections that help a local church convert good intentions into results.

Undergirding the activity of the various networks of Leadership Network is an operational infrastructure that includes finance, telecommunications, information systems, customer service, human resources, administrative support and creative services.



Ronald Smith

Ronald Smith is the Director of Operations for Leadership Network and is responsible for all operational aspects of the organization, from accounting to xerox. He joined Leadership Network December 1, 1997 following a ten year career in administrative management within the insurance industry.



Bruce Freeman

Bruce Freeman, who joined Leadership Network in 1995, is Creative Services Director and responsible for the design and production of all our various publications and web site.

# Five Windows Into the 21st Century Church

A new American church is emerging for the next century led by a new type of clergy and lay leader. During the past year, Leadership Network has been listening to and learning from this new church and its leaders.

In trying to describe this emerging church, we believe 21st century churches can be identified by five core characteristics. Each of the five characteristics is a window into the mission, values, structure and culture of a 21st century church and will be present or in process within an individual congregation.

The five windows are (1) effective leadership; (2) lay mobilization; (3) cultural connectedness; (4) authentic community; and (5) Kingdom collaboration. Within each of these windows are a number of individual innovations.

## *Window One...Effective Leadership*

Leadership is shifting from a single leader to a leadership team that is a gift based partnership between the pastor, staff, and lay people.

The role of the pastor is changing from one focused on preaching/pastoral care to one focused on being proactive in leadership, vision casting, and centered on mission.

Leadership is also de-centralized and shifting from the pastor and staff as doers of ministry to being equippers of others in ministry.

There is now a body of knowledge related to leadership and management developed in other disciplines that is accepted and used by the leadership team.

The source of pastoral and staff leadership is shifting from being academic and credential based to more of an emphasis on character, gifts, and demonstrated competence.

The source of the leader's abilities flows from an authentic relationship with God, their inner character, and willingness to be transparent with others.

## *Window Two...Lay Mobilization*

There is a high value placed on lay mobilization with each person seen as having a gift, role and place to serve.

There is a systemic approach to the process of identifying gifts and talents, equipping/coaching, and placement for service.

Mobilization is implemented by a leadership team with a specific point person.

The perspective is one of "whole life ministry" with people using their gifts to serve others not only in the church, but with family, work, community and the world.

## *Window Three...Cultural Connectedness*

The changing 21st century population is set in the context of an age of mission and a society in which the influence of Christianity is declining.

The 21st century is global, urban and multi-cultural. 21st century leaders and churches understand and engage the culture proactively (i.e. seeker sensitive and seeker driven) at its points of need.

Using a first century model, 21st century churches are culturally indigenous to their mission field and customize their worship, teaching, outreach and ministries according to their specific cultural and demographic setting.

21st century churches are also creative about developing new forms of worship that are authentic, transcendent and accessible.

## *Window Four...Authentic Community*

Ministry is customized for people as individuals and is driven by people's needs and opportunities, not programs. There is a sense on the part of the congregation that their needs have been heard and the church has responded appropriately.

Community is fostered through small groups for purposes of caring, learning, support, ministry, and accountability.

There are multiple points of entry and service.

There is a recognition of multiple stages of faith development and a process in place that fosters individual growth and maturity at each stage.

There is an emphasis on disciple-making, worship, prayer, and a sense of holy adventure that the congregation is on a journey to discover where God is active and join with Him in His work, both locally and globally.

## *Window Five...Kingdom Collaboration*

21st century churches are open to partnerships and alliances that cross denominational lines for purposes of mission, both locally and globally.

There is an openness and willingness on the part of leaders to interact with and learn from other leaders outside their tradition and regional boundaries.

Peer networks make possible an "extension of learnings" concerning best church practices and shared knowledge and become a significant additional resource for leaders, in addition to denominations and other traditional suppliers.



LEADERSHIP NETWORK

With the assistance of the creative talents of RMBB/Richards Group, a leading international creative agency based in Dallas, Leadership Network adopted a new organizational logo that reflects our commitment to connecting people, ideas, and resources.

*“Two are better than one, because they have a good return for their work:*

*If one falls down, his friend can help him up.*

*But pity the man who falls and has no one to help him up!*

*Though one may be overpowered, two can defend themselves.*

*A cord of three strands is not quickly broken.*

*Ecclesiastes 4: 9-10, 12 (NIV)*



*“NetFax is a vital source of information for on-going ministry implementation. A recent issue dealing with “hire for attitude and train for skill” came at a key time when I was dealing with staffing issues in my current service as senior pastor.”*

*-Pastor Leroy Armstrong, Jr., Senior Pastor, Greater Good Hope Baptist Church, Louisville, Kentucky*

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