



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

We are launching a reconfigured NEXT—but one still focused on information about the best practices, tools, resources and models of innovation found in the 21st century church. As always, we welcome your comments as we continue to ask, “How can we be useful to you?”

We are increasing the number of issues from four to six each year; NEXT remains a publication sent to you courtesy of Leadership Network.

This issue highlights a special Leadership Network forum held this past December with Peter Drucker and Lyle Schaller which centered on the question of “What’s next?” for the culture, the Church and church leaders.

THE STAFF OF LEADERSHIP NETWORK



**COVER STORY
WHAT’S NEXT?**

Highlights: Drucker-Schaller Forum

FIVE PITFALLS OF INNOVATION
(Page 2)

CONVERSATIONS WITH FORUM
PARTICIPANTS:

- SAM WILLIAMS (Page 2)
- GARY SIMPSON (Page 3)
- RICK WARREN (Page 4)
- GENE APPEL (Page 4)

1998 LN FORUM SCHEDULE (Page 6)

1998 CONFERENCES (Pages 7)

GREG LIGON INTERVIEW (Page 8)

1998 LTN SCHEDULE (Page 8)

What’s Next ? *Highlights from the Drucker–Schaller Forum*

This past December over 100 church leaders from throughout the country gathered in Southern California at a special Leadership Network forum focused on the topic of “What’s Next” in terms of the culture, the church and church leadership. Participants included senior pastors, lay persons active in their churches, denominational leaders, church consultants and theological educators. Peter Drucker and Lyle Schaller served as the principal resources for the forum and what follows is a summary of their primary observations.

Drucker On Changes in the Culture and Church

We now live in a westernized world but one not dominated by the West. The biggest issue in every developed country the next 25 years is not rich or poor but the relationship between young and old. Changing demographics, a shift in the working population and the explosion of urban concentrations of people combine to create a new world in which the traditional church does not work. The old communities do not work and new ones have to be created.

“I consider the emergence of the pastoral church, one focused on the congregation and the individual within the congregation, to be the most important social development in this country in the last 20-25 years. Pastoral churches see their congregation as a resource, not a market. The communicant is not a customer, but a partner.”

Schaller on Changes in the Culture and Church

The critical issue is a shortage of competent leadership with the kind of passion that

generates followers. A critical question is “What in your congregation are you doing to produce leaders for the next generation?” Community has moved out of the neighborhood and into the marketplace. We are now living in the age of discontinuity in churches. We know a lot about change in the church but we don’t know much about discontinuity. Churches are being organized around cause instead of institution. Pastoral allegiance is shifting from denomination to movements and networks. We are moving from western European cultural religions to more and more “made in America” religions. We have moved from an age of belief to an age of unbelief.



Lyle Schaller and Peter Drucker

An expanded summary of notes and participant interviews from the Drucker–Schaller forum will be available February 1 on the Leadership Network web site: <<http://www.leadnet.org>>



Conversations with Four Drucker–Schaller Forum Participants

Bay Marin Community Church

San Raphael, California

*Originally founded in 1987;
400 in worship*

*What's working well: Post-modern
multi-cultural evangelism, team
ministry, leadership development*

Sam Williams is the senior pastor of Bay Marin Community Church and adjunct professor of Leadership and Church Planting at Golden Gate Theological Seminary. He can be reached at 415-453-7959 or williams@aol.com

NEXT: From your perspective as both a pastor and as an educator of pastors, what is happening in the culture that is impacting the way the Church carries out its mission?

Williams: I would change the wording to “How have the changes in the culture affected the Church?” In Marin County, nearly everything that Schaller or Drucker described is already happening. What is generally true here is beginning to be true in other places and probably the single word that captures most of it is what is being written and said about post-modernism. The word post-modern simply says we’re past modern. It doesn’t describe anything but most of the descriptive characteristics of Gen-X are what we’re experiencing among all ages. It’s a world view and not a generational description.

NEXT: The Bay area is an area where the interest in spirituality, but not necessarily Christianity, is very high. How has that changed your approach to reaching and discipling people?

Williams: People have almost totally excluded the Church as a possible source of spiritual meaning. We have had to turn around our whole thinking about evangelism. Previously, most people would functionally define evangelism as taking God to people. It made the lost

person the dummy. Just ask a question they couldn’t answer. “You don’t know these verses, you don’t know these laws?” Almost all evangelistic methodology calls for a commitment right then.

We have redefined evangelism as helping people discover where God is already at work in their lives. So we ask a question they can answer. “Tell me about your spiritual interests.” “Tell me about your spiritual journey.” “What’s happening in your life spiritually?” They know the answers to these questions. It’s Mars Hill instead of Pentecost. It is acknowledging people’s spirituality even if it’s not Christian at first. It is starting where they are. So we

view evangelism as helping people discover where God’s already working in their lives and journeying with them to an understanding at the end of which some believe.

Our discipleship was turned around because a linear strategy wouldn’t work. The model that we are developing now is a spiritual fitness model because people in our area are really into fitness. When you go to a gym or a health club, a trainer sits down with you and does a

physical assessment and you set your goals. And then they develop a specific training plan.

NEXT: Do you have assessment tools that you are developing?

Williams: Yes, and we’re training spiritual trainers. It differs from typical one-on-one



Sam Williams

Five Pitfalls of Innovation

During a time of Q & A, Rick Warren, senior pastor at Saddleback Valley Community Church, asked Peter Drucker “What are the pitfalls of innovation?” The following is his response.

- 1 The market is not where you expect it to be or thought it would be.
- 2 There is a cash crunch and you outgrow your financial resources. If you see it ahead of time, it is easy to prevent; but if you wait, it will hurt you.
- 3 There is a management crisis. You outgrow your management structure. You outgrow the “hands on” people. Everything goes wrong. If you grow fast, say 30–40%, you have to change your structure. You have to re-build. The leader must ask, “What things can only I do?” “What things do other people have to do?”
- 4 There must be clearly defined roles for people and you have to be continually upgrading and training the staff. The founder becomes the obstacle. It is easy to prevent. One looks at what the enterprise requires and then asks, “Am I the right person to provide this?” Then, structure accordingly and not based on what you, the founder, necessarily want to do.
- 5 Finally, the issue is succession. One cannot talk of a successful entrepreneur until the organization survives after the founder is gone. Often the organization looks for someone very much like the founder, but the worst plan is to look for a carbon copy of the founder.

discipleship in that we don't bring the package to the person and say, "Here's what you need to do to be disciplined." The discipler's first task is to help the person identify where they are coming from and where is the place to begin.

One of the phrases that we frequently hear is "I think everybody has to discover their own way to God." We got hung up thinking that people were rejecting Jesus as the Way, Truth and Life. Then it hit us that once they finally figured out who He was, they did not reject Him at all. The key word was discover. Everybody must discover their own way. It is a reflection of the individuality of people in this post-modern cultural setting. We ask "How can I help you?" "What do you need to know?" That is basically our new model of developing disciples.

NEXT: The other part of your life is associated with training people for ministry. What's happening in terms of theological education in the 21st century?

Williams: What needs to happen, which is a different answer than the question, is that in the areas of practical preparation for ministry, practitioners are needed as teachers. My credibility comes from what I do when I'm away from seminary the rest of the week.

When I went to seminary, we were taught how to administer programs and at that time, it was adequate preparation. We didn't need leadership classes. The difference between administration and leadership is that leadership has to do with ideas. It has to do with direction. Administration is a management function.

There are two dimensions to leadership. One is visionary leadership and the other is change leadership. Visionary leadership is announcing thus. Change leadership is announcing the destination and managing the journey. With the continual change taking place, visionary leadership is not enough. You've got to know how to get there.

NEXT: What skills does the 21st century church leader need?

Williams: They need to be highly relational. You lead from the middle, not

from the front—from being in the middle of a group of people, in the middle of the culture. Leadership is a very intimate experience in post-modern culture. Leaders must have a high degree of vulnerability and transparency. A big issue for a leader is being trustworthy. People will not follow someone, especially in the spiritual realm, if they don't feel they can trust them."

Concord Baptist Church of Christ

Brooklyn, New York
 Founded in 1847; 2,000 in worship
 What's working well: Youth leadership and intergenerational ministry; strong pastoral ministry coupled with historic tradition of cutting-edge ministries; transition to leadership, anticipating global trends and changing organizational culture.

Gary Simpson is the senior pastor of Concord and has served there since 1990. He can be reached at (718) 622-1818 or reverence@aol.com

NEXT: You minister in a unique city, New York, which is certainly multicultural. From that vantage point, what are your observations about what's next in the culture?

Simpson: It is interesting to watch a convergence of cultures happen. Being in a cosmopolitan area like New York where there are so many different cultures and religious practices, Christianity has become one choice of many. The church starts to mirror all those cultures and be a place where they clash, collide and learn to co-exist. In an urban context, we are at the front edge of the reverse of white flight, and a number of whites who moved to the suburbs are tired of making the commute into work and are coming back into the neighborhoods.



Gary V. Simpson

NEXT: How is that impacting the people in your pews?

Simpson: I think we have become more intentional about embracing the culture of all persons who are of African descent. What is interesting is, in doing that, we are now attracting people who are Asian and white. So now it calls for a whole other expansion. There is the great possibility in fifteen years that Concord will be a much more balanced, multi-racial church. Often we have been pigeon-holed into being a leading African-American church but what we are discovering is that in the church life in all of New York, we are a leading church. Period.

NEXT: You mentioned that you have had to change your leadership style. How do you lead now?

Simpson: I lead by equipping, basically, and I model the developing leader. I try to show people by example that leadership is growth, it is change, and in order to be a leader, one must first concentrate on the development of oneself. I am at the point now where I am turning things over to lay people. A mission statement on my wall says, "You are called to teach, preach and make disciples." That's all I really want to do and the rest of it has to be in the hands of people who want to do other things.

Concord is going to be a leadership center; it will begin with kids. I try to get young people to believe that God has equipped them with leadership skills and abilities and that they don't have to search for leaders and heroes. It's inside of them. The Lord is placing a number of lay people in my congregation in strategic leadership roles, both locally and nationally.

This has just exploded over the last three to five years and it is exciting to watch it happen. Ultimately, I am struggling with how large churches can be of assistance to smaller churches.

I am also interested in intergenerational work. We have got to find a way to connect the generations. Churches are going to be pastored by younger pastors who are going to have older congregations. They will have to be the bridge builders for both their generation and the one after them.

Saddleback Valley Community Church

Lake Forest, California

Founded in 1980; 13,000 in worship

What's working well: Evangelism and discipleship, lay leadership, the purpose-driven assimilation process

*Rick Warren is the founding and senior pastor of Saddleback. His book, *The Purpose Driven Church*, has sold over 250,000 copies. He can be reached at 714-581-5683 or 7361.2106@compuserve.com*

NEXT: From your perspective both at Saddleback and as a national leader, what do you see happening in the culture and what do you see happening in the Church?

Warren: Technology is driving the cultural changes. The main thing is that technology has made it possible for us to move from synchronous to asynchronous communications. Synchronous communication is if I want to watch *Seinfeld*, I have to synchronize my watch to view it when it is available unless I have a VCR. The VCR made possible asynchronous communication; I can watch it on my time. Eventually, because of the Internet and band width, if I want to watch *Seinfeld* at 7:14 or 7:27 or the next day, I'll just be able to log on, and it will come directly to me at that time. As a church, we are working through the implications of this. Even though we offer a worship service four times, it's still only four times. So, how do you get Bible study?



Rick Warren

How do you get worship? I'm not replacing it with the Internet obviously, but I'm just asking, "How do you get biblical content and information to people when they want to get it?"

NEXT: But it's not all about technology, is it?

Warren: No. Human nature will always be the same. No matter what trends happen, there are some basic needs. People still feel lonely. People still feel greedy. People still search for God. People are still going to need relational instructions. So the style issues change, the communication modes change, but human need doesn't change.

NEXT: What do you see happening in the Church?

Warren: One trend I heard mentioned this morning, was that churches are getting larger. The church of 1,000 is more common now. The whole idea of what constitutes a large church keeps going up and up and up. Some churches are learning that you don't have to build

and that gives people freedom. I think what Promise Keepers did was to open a lot of different eyes to interdenominational things. The denominational barriers just keep dropping and dropping, lower and lower.

NEXT: Saddleback has had, and continues to have, exceptional growth in the

number of members. How do you assimilate all those new people?

Warren: If you have a process, it doesn't matter whether you bring in five a month or 15 or 50 or 500. The process still works. Once the structure is there, we can handle any level of growth. We don't focus on growth. We focus entirely, 100 percent, on assimilation.

NEXT: How has that kind of rapid growth changed your role as the leader?

Warren: I am not a doer in any sense of the word. I don't even pastor the church anymore. I pastor my staff. I'm a staff pastor to lay ministers, and the lay ministers pastor the church. This church

outgrew me a long time ago. I was gone 11 weeks this summer and the church grew. Why? Because it doesn't need me. I provide vision. I'm a rudder, but I've empowered the staff and lay people. You have to use and mobilize the lay ministry. They are your staff and giving them a place is important. For instance, in our office building, there is as much space for lay staff as there is for paid staff.

Central Christian Church

Las Vegas, Nevada

Founded in 1962; 3,200 in worship

What's working: Synergy of adult ministries, growth of unity between generations, childrens' ministries, evangelism (75% of church was previously unchurched), discipleship

Gene Appel has been senior pastor since 1985. He can be reached at 702-735-4004 or geneappel@aol.com

NEXT: What do you see happening in the culture that is affecting churches?

Appel: In most urban centers today, community is really a missing element. In Las Vegas, you can take that and multiply it ten times because everyone is from somewhere else. There are no roots. You don't have good friends or supportive relationships with family. That is why our vision statement begins with the phrase, "To connect the unconnected to Christ." Even our logo shows community in it. We want the church to be a place of community and connection, connecting to Christ most significantly, but then in relationship with each other.

The lack of a moral concept for our young people is going to present unpredictable amounts of chaos for us in the coming decade. Young people growing up right now from broken homes lack a moral consciousness, a lack of right and wrong. We're not just dealing with a culture of belief and unbelief. We're dealing with a culture of morality and no morality. That's going to have

continued on page 5

far-reaching implications for the Church. I also think it is a great time. We know that people are spiritually searching. But beyond that, I think it is a great time to be in ministry because historically people cannot go without moorings for very long.

NEXT: How has your leadership role changed in the last four or five years and what do you see happening in the future?

Appel: My own role has changed over the years in a number of ways because the church has changed. We've doubled four times in the last 12 years and the general rule is when an organization grows 20 to 30 percent, the organizational structure changes. So that means my leadership role has had to undergo major amounts of change. I have had to learn to know to whom to delegate in the building of our team. I have had to be much more committed to building team leaders, leaders who lead leaders, and engendering in them the vision and values of the organization. Ten years ago, I would have seen my role more as a leader within the church whereas today, I see it critically as a leader of key leaders.

NEXT: How has the role of lay people changed over the years and how do you see it changing in the future?

Appel: It has changed dramatically because the church has changed. Although they believed in the priesthood of all believers 10 or 12 years ago, it was pretty much the clergy doing the work of the ministry and lay people serving on boards, singing in choirs and things like that. What we have tried to say is that every believer has gifts that God put in them and they are significant players in ministry. Early on, we knew we needed to help people discover their gifts so we developed a class in that. But there are all kinds of weaknesses with the class and it led to a lot of frustrated people who knew a lot about themselves but were without a meaningful place to serve and no one helping them. Now we try to look at a three-phase process. There is the educational compo-



Gene Appel

nent. When class is over, a training consultant works one-on-one to help them really understand more about the opportunities. There is a follow-up phase of making sure this person is then making the connection in ministry.

Peter Drucker said it so well this morning. We need to see our congregations not as our clientele, but as resources. I think that is so critical. You can say all you want to about the consumer mentality today, but people want to be a part of something that is bigger than themselves. We tend to sit around and complain about the lack of involvement and probably the reason is that we have not appropriately challenged lay people and given them opportunities to serve because when you get it right, they really respond.

NEXT: What do you see as the biggest challenge facing the Church in the United States?

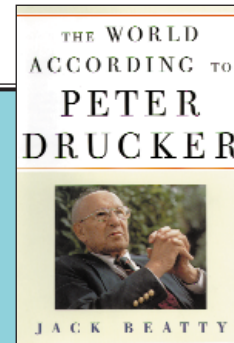
Appel: Right now we are with cutting edge people and we forget that this is not representative of the majority of churches. There is a sense in which we can say, "People are here from all over the country. Look at the great things God is doing." But the fact of the matter is, five percent or less of the churches in the nation are represented with these kinds of stories. I feel a great personal burden towards the other 90 to 95 percent of churches in the United States that are biblically-based and biblically correct in the essential beliefs of Christianity but totally culturally irrelevant. They cannot communicate the greatest message in the world to a culture that is dying to hear it. And it's going to die if we cannot give it.



"One of the things that we don't want to do is allow society to dictate what we respond to. We really try to allow the gifts that God

has placed in the body to dictate what we are to respond to."

D. Z. Cofield, senior pastor
Good Hope Missionary Baptist Church
Houston, Texas



The World According to Peter Drucker

by Jack Beatty
The Free Press
1-800-223-2348
\$ 25.00

This recently released biography on Peter Drucker covers over six decades of Drucker's work from his early writings to his very latest books. It also addresses the role of Leadership Network and its work with pastoral churches.



The 1998 Leadership Network Forum Schedule

- Mission Pastors
January 28-30

- Executive Pastors
February 17-19

- Womens' Ministry
March 19-21

- Senior Ministers
May 19-21

- Senior Pastors Wives
May 19-21

- * Small Groups
June 3-6

- * Worship Leaders
August 24-27

- Singles Pastors
September 15-17

- * Business Administrators
October 19-22

- * Childrens' Ministry
November 16-19

- * Pastoral Care
December 8-11

* Four-day forums—\$295
Three-day forums—\$225

PLEASE NOTE

Attendance at all forums is by invitation only. Groups within each forum are limited to 25 people and one participant per church. Participants are senior ministers and other ministerial staff of large churches (1,000+ adults in weekend attendance) who have at least one year of ministry experience in their current position. All forums are held at Glen Eyrie Conference Center, Colorado Springs, Colorado. If you would like to receive an invitation or recommend someone to be invited to a forum, please contact Nancy Kiser at the Leadership Network office at 1-800-765-5323 or fax (214) 969-9392.

“For me, the number one value of these forums is having a great network of family ministry pastors to relate to. As recently as five years ago, I was only one of a very few family ministry pastors in the Twin Cities!”

*John Erwin
Pastor to Family, Grace Church
Edina, MN*

“Leadership Network has seen the need and provided the network for on-going learnings. For four years I’ve been praying for a network of family ministry people. I couldn’t do without this network!”

*Tim Smith
Pastor of Family Life, Calvary Community Church
Westlake Village, CA*

Family Ministries Workshops

cosponsored by Leadership Network

In response to the request from participants at the Family Ministries forum, Leadership Network will be offering three one-day intensive workshops for volunteers and paid leaders in Family Ministries.

Please call the host church for registration information.

- March 5 — Fullerton, CA
First Evangelical Free Church; Doug Haag, host
(714)529-5544
- March 19 — Minneapolis, MN
Grace Church; John Erwin, host
(612) 924-4240
- March 31 — Nashville, TN
First Presbyterian Church; Mark DeVries, host
(615) 298-9503

DAILY SCH. - 3-DAY FORUMS

Time	Day 1	Day 2	Day 3
7:30		Breakfast	Breakfast
8:30		Discussion	Discussion
NOON		Lunch	Lunch/ Conclusion and Adjournment
1:00		Free Time	
3:00	Forum Begins		
4:00	Set Agenda	Discussion	
6:00	Dinner	Dinner	
7:00	Discussion	Discussion	
9:00	Dessert	Dessert	

DAILY SCHEDULE - 4-DAY FORUMS

Time	Day 1	Day 2	Day 3	Day 4
7:30		Breakfast	Breakfast	Breakfast
8:30		Discussion	Discussion	Discussion
NOON		Lunch	Lunch	Lunch/ Conclusion and Adjournment
1:00		Free Time	Free Time	
4:00		Discussion	Discussion	
6:00	Dinner/ Forum Begins	Dinner	Dinner	
7:00	Set Agenda/ Discussion	Discussion	Discussion	
9:00	Dessert	Dessert	Dessert	

1998 LEADERSHIP CONFERENCES

SPONSOR	CONFERENCE/SPEAKER	DATE	LOCATION	FOR MORE INFO
Bill Easum - 21st Century Strategies	Disciple Making Churches	March 19-21 April 21-23 April 28-30 May 19-21	Birmingham, AL Raleigh, NC Pensacola, FL Indianapolis, IN	Phone: (512) 749-5364 email: easum@easum.com www.easum.com
George Barna - Barna Research Group	Inward, Outward, Upward: Ministry that Transforms Lives	February 10 March 10 March 17 March 24 March 26 March 30 March 31 April 2 April 23 April 27 April 28 April 30 May 26 May 28 June 1 June 2	Bakersfield, CA San Diego, CA Los Angeles, CA Houston, TX Dallas, TX Little Rock, AR Shreveport, LA Baton Rouge, LA Chicago, IL Nashville, TN Louisville, KY St. Louis, MO Virginia Beach, VA Raleigh, N.C. Atlanta, GA Columbia, SC	Phone: (805) 658-8885
Changing Church, Inc.	Growing Leaders for the 21st Century	National Conference May 12-15	Burnsville, MN	Phone: (800) 874-2044 email: changing@aol.com www.changingchurch.org
National Evangelistic Association	Evangelism Connections '98	April 17-18	Atlanta, GA	Phone: (806) 762-8094
Ginghamsburg United Methodist Church	The Media Reformation - Why is it a life or death issue for your church? 1998 Ginghamsburg Change Conference: Isn't it Time to Break Out of Your Box?	January 27 March 24 May 1-2	Tipp City, OH Tipp City, OH	Phone: (937) 667-1069 www.ginghamsburg.org
Vision New England	Church Leadership for the 21st Century	May 1-2	Agawam, MA	Phone: (800) 229-1990, ext. 311
Saddleback Community Church	How to Build a Purpose-Driven Church	January 31 May 13-16	Lake Forest, CA Lake Forest, CA	Phone: (800) 651-7331
Current Thoughts & Trends and NavPress	Trendscope '98	March 23-26	Glen Eyrie, Colorado Springs, CO	Phone: (800) 944-4536 email: grace_saenz@navigator.org
Willow Creek Association	Church Leadership	May 13-16	South Barrington, IL	Phone: (847) 765-0070 www.willowcreek.org



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Ligon Joins LTN Team as Manager



Greg Ligon

Greg Ligon joined Leadership Training Network (LTN) as manager in December. Ligon left behind the ivy-covered brick walls of Southern Methodist University, where he founded the United Methodist Campus Ministry. His four areas of responsibilities include logistics management, marketing, product development and the development of a network of lay ministry directors.

Ligon, a 1989 graduate of Asbury Seminary, admits to a strong sense of mission for this new role. "I feel like I have been preparing myself for years for this very work. The connection here is that I have a passion to build leaders and impact the church on a scale larger than just through one organization or institution."

Since its creation in 1994, LTN's customer base has increased over 100% each year, thus challenging both personnel and program resources. "I am thrilled to have Greg on the team. He has a heart for the greater Church and easily embraces all denominations, which is a gift to our customer," explained Sue Mallory, LTN's Executive Director. "Greg is highly capable and lives and breathes the passion of mobilizing people and their gifts," said Brad Smith, President of LTN.



LEADERSHIP TRAINING NETWORK 1998 SCHEDULE

Jan 9 & 10	Phoenix, AZ	Two-Day Forum
Feb 13 & 14	Seattle, WA	Two-Day Forum
Mar 6	Sacramento, CA	One-Day Forum
Apr 26 - May 1	San Bernardino, CA Arrowhead Springs	Level One Institute
May 11	Louisville, KY	One-Day Forum
May 12	Toronto, ON, Canada	One-Day Forum
May 14	Calgary, AB, Canada	One-Day Forum
Jun 5 & 6	Chicago, IL	Two-Day Forum
Jul 10 & 11	Atlanta, GA	Two-Day Forum
Jul 19 - 24	Colorado Springs, CO Glen Eyrie	Consultants Training
Sept 27 - Oct 2	Nashville, TN Scarritt Bennett	Level One Institute
Oct 20 & 21	Dallas, TX	Two-Day Forum
Nov 8 - 13	Atlanta, GA Simpsonwood	Level Two Institute

FOR INFORMATION ON
LEADERSHIP TRAINING NETWORK'S
LAY MOBILIZATION FORUMS, CALL
1-800-765-5323, ext. 104

NEW Section 3 Starter Kit Revisions Now Available

If you purchased your Starter Kit for Mobilizing Ministry prior to January 1997, you will want to purchase the newly revised Section 3, "Resources and References." This 128 page expanded

version offers:

- new resources
- information on available computer software for gifts and tracking people's service
- discovery tools
- other resources: administrative, assimilation, context, matching and placement, coaching and leadership, risk management, DLM associations, "whole-life ministry" and church strategy and transformation

