



FROM LEADERSHIP NETWORK

Management's New Paradigms

Peter F. Drucker

As we advance deeper into the knowledge economy, the basic assumptions underlying much of what is taught and practiced in the name of management are hopelessly out-of-date.

As a result, we are preaching, teaching and practicing policies that are increasingly at odds with reality and therefore counterproductive. This essay attempts to re-examine these assumptions and practices. Basic assumptions about reality are the paradigms of a social science. Get the assumptions wrong and everything that follows from them is wrong.

For a social discipline such as management, the assumptions are actually a good deal more important than are the paradigms for a natural science. A social discipline such as management deals with the behavior of people and human institutions. The social universe has no "natural laws" as the physical sciences do. It is thus subject to continuous change. This means that assumptions that

were valid yesterday can become invalid and, indeed, totally misleading in no time at all.

That's where we are today with the discipline of management.

(Continued on page 2)

What are the assumptions that are leading management astray?

- That there is only one right way to organize a business.
- That the principles of management apply only to business organizations.
- That there is a single right way to manage people.
- That technologies, markets and end-uses are fixed and rarely overlap. That is, each industry has a specific technology and a specific market.
- That management's job is to "run the business" rather than to concentrate on what is happening outside the business. That is, management is internally, not externally, focused.

From our beginning, Leadership Network, and in turn our "customers," have been the beneficiaries of the wisdom and counsel of Peter Drucker. Recognized as a world-wide thought leader and the "father of modern management," Drucker has devoted much of his time and energy in recent years to working with the "third sector" comprised of nonprofit organizations and churches. ■ He has often remarked that the role of management is "to make the church more churchlike, not to make the church more businesslike." ■ In a significant essay published in the October 5, 1998 issue of *Forbes*, Drucker writes of the new paradigms in management and the once-valid assumptions that today are "either wrong, out-of-date or both." ■ We thank Peter Drucker and *Forbes* for allowing *NEXT* to publish excerpts from the essay. It speaks volumes to leaders and organizations seeking to become more effective in mission and ministry in the 21st century.

Effective Leadership 1-4

Management's New Paradigms

Peter F. Drucker

Young Leaders 5

Large Church Forums 6

Church Champions 6

LN Recommends 7

NetFax 8

OUR MISSION:

Leadership Network's mission is to accelerate the emergence of effective churches. We identify, connect and resource best practice, innovative church leaders and communicate what is learned to the broader church.

"Mission defines strategy, after all, and strategy defines structure."

PETER F. DRUCKER



“The **pastoral megachurches** that have been growing so very fast in the U.S. since 1980 are surely the most important **social phenomenon** in American society in the last 30 years.”

— Peter F. Drucker

Until the early 1980s, all but the first of these now outdated assumptions were close enough to reality to be useful. In this essay I will show why every one of these assumptions is now either wrong, out-of-date or both.

The Discipline of Management

We today tend to think of management as business management. Management writers, management practitioners and the laity do not even hear the word “management”; they automatically hear “business management.”

It is therefore important to assert—and to do so loudly—that management is not business management, any more than, say, medicine is obstetrics.

There are, of course, differences in management between different organizations—mission defines strategy, after all, and strategy defines structure. But the differences between managing a chain of retail stores and managing a Roman Catholic diocese are amazingly fewer than either retail executives or bishops realize.

The differences are mainly in application rather than in principles. The executives of all these organizations spend, for instance, about the same amount of their time on people problems, and the people problems are almost always the same.

So whether you are managing a software company, a hospital, a bank or a Boy Scout organization, the differences apply to only about 10% of your work. This 10% is determined by the organization’s specific mission, its specific culture, its specific history and its specific vocabulary. The rest is pretty much interchangeable.

Why is it important to break down the artificial distinction between business and non-

business organization? Because the growth sector of a developed society in the 21st century is most unlikely to be business. The growth sectors in the 20th century in developed countries have been in nonbusiness—in government, in the professions, in health care, in education. In the 21st century that trend is going to continue with a vengeance.

So the nonprofit social sector is where management is today most needed and where systematic, principled, theory-based management can yield the greatest results fastest.

People pay little attention to the succession process, though it is, in fact, the ultimate test of good management.

The One Right Organization

From the very beginning, more than a century ago, the study of organization has rested on one assumption: “that there is or must be a single ‘right’ form of organization.” That one-size-fits-all idea persists today.

By now, however, it should have become clear that there is no such thing as the one right organization. There are only organizations, each of which has distinct strengths, distinct limitations and specific applications. It has become clear that organization is not an absolute. It is a tool for making people productive in working together. As such, a given organizational structure fits certain tasks in certain conditions and at certain times. Yet there are universal principles of organization.

One is surely that an organization has to be transparent. People must know and under-

stand the organizational structure in which they are to work. This sounds obvious—but it is far too often violated in most institutions, even in the military.

Multiple Organizational Structures

The executive of the future will require a toolbox full of organizational structures. He will have to select the right tool for each specific task. That means he or she will have to learn to use each of the tools and understand which one works best for each task. And when, in the performance of a task, he or she should switch from one kind of organization to another.

This analysis is perhaps most needed for the currently politically correct organization: the team.

It is generally assumed today that there is only one kind of team—the jazz combo—where each participant does his or her own thing but together they make great music. Actually there are at least half a dozen—perhaps a full dozen—very different teams, each with its own area of application, each with its own limitations and difficulties, and each requiring different management.

Here are some examples of teams:

The old-fashioned functional team is the kind that prevails in department stores. The different departments—buyers, displayers, promotion and advertising, selling—do not work together, and none of their members ever do the task of a member of another function, except in a rare crisis.

The advantage of this team is that each member can be trained in a particular strength, as are hitters, pitchers and catchers on a baseball team. And each member can be measured and judged against clear and specific goals. The weaknesses are rigidity, slowness in

changing anything, and the danger that each group will be focused only on its own function. It will do its job well, but pay little attention to the organization's overall performance.

Another team is exemplified by the way service to customers is now being organized. The service person assigned to the customer has the ball, in football parlance. The service person can and does call on anyone in the company to help a customer with a particular problem; that expert is then on the service person's team for as long as it takes to fix the problem.

Volunteers...need,
above all, challenge.
They need to know the
organization's **mission**
and to believe in it.
They need continuous
training. They need to
see **results.**

And there are many, many more kinds of teams. We are now only beginning to explore them and to define the strengths and weaknesses of each and where each works or doesn't work. But unless we work out—and fast—what a given team is suited for, and what a given team is not suited for, teams will become discredited as just another fad.

What in all this is the role of the chief executive? I doubt that anyone would assert that we really know how to organize the top management job, whether in a business, a university, a hospital or even a modern church. We talk incessantly about teams—and every study comes to the conclusion that the top management job requires a team. But here, rhetoric parts entirely from reality, and we practice the most extreme personality cult of supermen chief executives—Bill Gates, Jack Welch, Lou Gerstner—celebrities all.

But how were these people selected and who will succeed them—and by what process? What are the safeguards to assure that the successor will be the best person for the job? People pay little attention to the succession process, though it is, in fact, the ultimate test of good management.

Only One Way

That one way or another people need to be managed remains the prevailing view, but it is wrong. On this fundamentally wrong assumption that there is only one right way to manage people rest all the other assumptions about people in organizations and their management.

One of these assumptions is that the people who work for an organization are working full-time and are dependent on the organization for their livelihood. Another such assumption is that the people who work for an organization are subordinates expected to do what they are assigned to do and not much else.

A very large and steadily growing minority of the work force are no longer full-time employees. They work for an outsourcing contractor, be it a cleaning service or a data processing outfit. Even if employed full-time, fewer and fewer people are subordinates, even in fairly low-level jobs. Increasingly they are knowledge workers. Knowledge workers cannot be managed as subordinates; they are associates. They are seniors or juniors but not superiors and subordinates.

This difference is more than cosmetic. Once beyond the apprentice stage, knowledge workers must know more about their jobs than their bosses do, or what good are they? The very definition of a knowledge worker is one who knows more about his or her job than anybody else in the organization. An executive, therefore, is not just being polite when he or she refers to an employee as an “associate.” The executive is simply recognizing reality.

Their relationship, in other words, is far more like that between the conductor of an orchestra and the people who play the instruments. The conductor may not even know how to play a violin, yet the success of his conducting depends upon the quality of his associates. And just as an orchestra can sabotage even the ablest conductor—especially even the most autocratic—a knowledge organization can easily sabotage even the ablest, especially the most autocratic, superior.

What this means is that even full-time employees have to be managed as if they were volunteers. In this, the typical corporation can learn a lot from the Salvation Army or the Catholic church.

Like volunteers who work for the church and for the army, knowledge workers own their

means of production, which is their knowledge. Furthermore, we have known for 50 years that money alone does not motivate employees to perform much more than it motivates volunteers.

What motivates—especially knowledge workers—is what motivates volunteers. Volunteers, we know, have to get more satisfaction from their work than paid employees precisely because they do not get a paycheck. They need, above all, challenge. They need to know the organization's mission and to believe in it. They need continuous training. They need to see results.

One does not “manage” people, as previously assumed. One leads them. The way one maximizes their performance is by capitalizing on their strengths and their knowledge rather than trying to force them into molds.

The Erasing of Technological Boundaries

In the 19th century and throughout the first half of the 20th, it could be taken for granted that technologies outside one's own industry had minimal impact on that industry. Know your own technology and you prospered.

Now the assumption to start with is that the technologies likely to have the greatest impact on a company and its industry are technologies outside of its own field. Technologies, unlike the 19th century technologies, no longer run on parallel but separate tracks; they constantly crisscross.

As they crisscross, the walls that neatly defined industries have come tumbling down. Where once companies competed within an industry, today industries compete with industries. The same is happening in services. All those “natural” monopolies have faded away.

One implication of this is that non-customers are as important as customers, if not more important, because they are potential customers. There are very few institutions where the non-customers do not amount to at least 70% of the potential market. And yet very few institutions know anything about the non-customers—very few of them even know that they exist, let alone know who they are. And even fewer know why they are not customers. Yet it is with the non-customers that changes always start.

All our experience tells us that the customer never buys what the supplier sells. Value to the customer is always something fundamentally different from what is value or quality to the supplier.

Consider the pastoral megachurches that have been growing so very fast in the U.S. since 1980 and are surely the most important social phenomenon in American society in the last 30 years. There are now some 20,000 of them, and while traditional denominations have steadily declined, the megachurches have exploded. They have done so because they asked, “What is value?” to a non-churchgoer and came up with answers the older churches had neglected. They have found that value to the consumer of church services is very different from what churches traditionally were supplying. The greatest value to the thousands who now throng the megachurches—both weekdays and Sundays—is a spiritual experience rather than a ritual.

Bringing the World into the Organization

All the traditional assumptions I have examined here rest on an even bigger assumption: that the domain of management is within the company. That management’s principal job is to run the organization.

That, too, is no longer true. It leads to an otherwise incomprehensible distinction between management and entrepreneurship. It artificially divides the functions of managing and innovating. An enterprise, whether a business or any other institution, that does not innovate and does not engage in entrepreneurship will not long survive.

That is true even of the oldest institution in the world, the Roman Catholic Church. It is usually considered the most conservative one—and prides itself on not being given to rapid changes. Yet it, too, has frequently innovated and changed with the world.

Protestantism innovates, too. The great church historian Richard Niebuhr (1894-1962) showed in several books that any major change in society leads to the emergence of new Protestant denominations.

It is still happening. The emergence of the Knowledge Society today has led to the explosive rise of the new, large, nondenominational, pastoral “megachurches.” It has also led to an explosion in Pentecostalism, attracting largely the less educated and less upwardly-mobile members of modern society while the megachurches have tended to attract knowledge workers.

What all this means for management is perfectly clear: the forces that most influence organizations come from outside the organi-

zation, not from within. The new Catholic orders grew not because the organization required them, but because events in society required them. The Methodist movement in Protestantism exploded almost spontaneously in the late 18th century, not for reasons of theology but as a response to social depravity among the poorer classes in Britain and the U.S.

In short, these religions survived because they innovated in response to social change. It should have been obvious from the beginning that management and entrepreneurship are only two different dimensions of the same task. An entrepreneur who doesn’t learn how to manage will not last long. A management that does not learn to innovate will not last long.

Every institution—and not only business—must build into its day-to-day management four entrepreneurial activities that run in parallel:

- 1 One is the organized abandonment of products, services, processes, markets, distribution channels and so on that are no longer an optimal allocation of resources. This is the first entrepreneurial discipline in any given situation.
- 2 Then any institution must organize for systematic, continuing improvement (what the Japanese call *kaizen*).
- 3 Then it has to organize for systematic and continuous exploitation, especially of its successes. It has to build a different tomorrow on a proven today.
- 4 And, finally, it has to organize systematic innovation; that is, to create the different tomorrow that makes obsolete and, to a large extent, replaces even the most successful products of today in any organization.

I emphasize that these disciplines are not just desirable, they are the conditions for survival today.

These entrepreneurial tasks differ from the more conventional management roles of allocating present-day resources to present-day demands. These entrepreneurial activities start with the outside and are focused on the outside.

Executives of any large organization—whether business enterprise, Roman Catholic diocese, university, health care institution, government agency—are woefully ignorant of

the outside, as everybody who has worked with decisions in a large organization knows. These executives must spend too much of their time and energy managing inwardly rather than managing outwardly.

Management does not need more information about what is happening inside. It needs more information on what is happening outside.

Growth and survival both now depend on getting the organization in touch with the outside world. Management has become an external, not an internal, task. For results take place outside the organization. Inside, there are only costs.

The Role of an Outward-Directed Management

The first task of management is to define what results are in the enterprise that is in its keeping. This, as anyone who has ever engaged in it can testify, is one of the most difficult, one of the most controversial, but also one of the most important questions. It is therefore the specific function of management to organize the resources of the organization for results outside the organization.

Therefore, the new paradigm on which management, both as a discipline and as a practice, must be based is that management must define the results it expects to attain and then must organize the resources of the institution to attain these results. The paradigm holds for universities, churches, charities and governments, as well as business enterprises. ♦

Excerpts from the first chapter of Peter Drucker’s forthcoming book, *Management Challenges for the 21st Century*. First printed in the October 5, 1998 issue of *Forbes* magazine and reprinted with permission from both *Forbes* and the author.

© Peter Drucker, 1998

ConNEXT.ion

The full text of Drucker’s essay, *Management’s New Paradigms*, appeared in the October 5, 1998 issue of *Forbes* Magazine. It can be viewed on their website located at www.forbes.com/forbes/98/1005/620715_2a.htm

See also these books by Drucker:

The Age of Discontinuity: Guidelines to our Changing Society (1992)

The Executive in Action: Managing for Results, Innovation and Entrepreneurship (1996)

The Effective Executive (1993)

Managing the Non Profit Organization: Principles and Practices (1992)

The Young Leader Universe

I've just returned from the Young Leaders' National Re-Evaluation Forum, and am writing this while memories are still fresh.

re-evaluation forum REPORT

BRAD SARGENT

In the past several years of engaging in studies of postmodernism and the times we live in, I've concluded that I have a postmodern mind "trapped" in a Boomer body. (Okay, so I'm 43.) During the Forum I realized again the importance of intergenerational interconnectedness and of identifying strategic "bridge people" to help create some stability in this tumultuous era of transition.

INTERGENERATIONAL CONNECTIONS

Generations are important to God, and we always function within the context of our own age peer group. But numerous passages in Scripture also talk about generations connecting, with the older passing on to the younger the heritage we have received from God.

I've noticed an interesting pattern in the Old Testament wisdom literature as organized in the Hebrew Bible. When we look at the books among these which feature individuals, we see that most have the following in common:

- **Age and Family Situation**
They are separated from their parents, or their parents are deceased, and they are in their mid-teens to early 20s when God calls them forth into a significant ministry.

- **Antagonistic Environment**
They almost always find themselves marginalized in the midst of a culture that is extremely hostile (or barely tolerant) toward them and their following after the true God.
- **Urban Setting and Secular Training**
The place God plants them is usually a city — often capitols of empires or at least centers of great influence. And they are familiar with secular culture because they tend to be trained in the pagan academies of their day.
- **Intergenerational Discipleship**
Most have a mentor from an older generation on the scene who gives personal instruction to help the younger man or woman transform knowledge into wisdom.

That overall profile looks a lot like the post-1960 postmodern generation to me.

BICULTURAL BRIDGE PEOPLE

If we have God's mission in mind, we want to reach out with the gospel to all generations in all places. How can we do that when the postmodern mindset may seem so contrary and confusing? I believe part of the answer lies in identifying bicultural bridge people.

The history of the early church gives us a series of examples of bicultural men and women used to spread the gospel. Barnabas was from a Levitical Jewish family and therefore probably steeped in Old Testament Scripture, as well as from the gentile country of Cyprus. Paul was tricultural, actually — a Pharisaic Jew, a Roman citizen, and raised in Damascus. Lydia — the "seller of purple" — was a gentile businesswoman who undoubtedly dealt with merchants from a variety of cultures. Timothy had a gentile father and Jewish mother.

I returned from the Re-Evaluation Forum with a healthy dose of optimism for the future of the emerging postmodernist

generations of Christians and for those from modernist generations who stand with them. I wonder what role others might play in that unfolding future? ♦

RE-EVALUATION
REGIONAL
FORUMS

FOR CHURCHES ON THE NEW EDGE

HOW WILL
WE REACH
ALL THE
PEOPLE?

SCHEDULE AND DETAILS AVAILABLE
DECEMBER 1 AT
WWW.YOUNGLEADER.ORG

WE ARE PRODUCING a special edition of *NEXT* in early December featuring the best learnings of the ReEvaluation Forum. The issue, which you will receive as a regular *NEXT* subscriber, will feature six aspects found in the church of the postmodern era. If you would like to receive multiple copies to share with your church team or other partners in ministry, please call us at **1.800.765.5323**.

After December 15, you may also read this issue from two of our websites:

www.youngleader.org
www.leadnetinfo.org

New for
1999

Large Church Forums

Starting in 1999, we will be offering selected **Enhanced Forums** for those who have previously attended a minimum of two consecutive or three non-consecutive forums. Enhanced forums will provide specialized learning opportunities and appropriate

resource people, and will require some pre-forum preparation on the part of participants. Of course, there will continue to be the availability of networking and dialogue with your peers who are the best practitioners in the country! ♦

1998:

Pastoral Care
December 8-11

Four-day forum \$295

The **Colorado Springs Airport Shuttle Service** is no longer in business. We suggest that you call 800.781.4486 for the *Pike's Peak Limoseen Service* for transportation to and from Glen Eyrie. They prefer you call them two weeks to 24 hours in advance.

1999:

Mission Pastors
January 27-29

Executive Pastors
(plus Enhanced)
February 11-13

Directors of Lay Ministries
April 6-8

Senior Ministers Spouses
May 18-20

Senior Ministers
(plus Enhanced)
May 18-20

1999 Forum prices will be:

\$295.00 three-day forums

ENHANCED FORUMS:

\$345.00 three-day forums



PLEASE NOTE

Forum attendance is by invitation only. Groups within each forum are limited to 25 people each and one participant per church. Participants are senior ministers and other ministerial management 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 Leadership Network at 800.765.5323 or fax 214.969.9392.



Interview

WITH SUE MALLORY
Director of LTN

Lay Mobilization Consulting Workshop
March 21-25, 1999

LTN, Leadership Training Network, is an affiliate organization of Leadership Network that conducts training for church leaders, focusing on the growing movement of lay mobilization through churches. Sue Mallory brings a wealth of experience as a church staff member, consultant and trainer to her role.

NEXT: What you are seeing in the area of Lay Mobilization in churches?

SM: It has been exciting to see the wave of activity across denominational lines and across North America as churches are investing in an intentional way toward the mobilization of their congregations. They are finding it necessary to enhance their existing systems or create new systems to accommodate knowledge about people,

their gifts, talent and needs, the ministry opportunities in the church and the community, and to create opportunities to equip God's people for service in those ministries.

NEXT: Leadership Network and Leadership Training Network are sponsoring a workshop for Church Champions and Directors of Lay Ministry in the area of Lay Mobilization next March 21-25. What will participants learn at the workshop?

SM: The workshop will be an overview of a system and principles designed to establish effective mobilization through teams in any local church. It will help participants understand the role of the pastor and lay leaders in its development. We will review the six-step process for establishing Lay Mobilization ministries in a church and give participants the referral resources they need for helping churches in this area.

NEXT: What else does LTN offer for churches and Church Champions?

SM: LTN offers one- and two-day forums designed to cast a vision for gift-based, church-wide mobilization through teams;

(Continued on page 8)

ChurchChampionsNetwork
Serving Consultants/Catalysts to Congregations
www.churchchamp.org

Church Champions Network Schedule

1999 Forums

NEW!

May 5-7, 1999 Church Planting Supervisor/Funders at Glen Eyrie Conference Center in Colorado Springs, Colorado. For those church consultants who work with multiple church planters. \$295.

August 23-25, 1999 General Consultants/Denominational Leaders at Simpsonwood Conference Center near Atlanta, Georgia. A General Consultants Forum for denominational consultants and independent church consultants. \$295

NEW!

October 18-20, 1999 Conflict and Change Consultants at Simpsonwood Conference Center near Atlanta, Georgia. For those consultants who specialize in coaching congregations through conflict. \$295.

October 18-20, 1999 Women's Ministry Consultants and Coaches at Simpsonwood Conference Center near Atlanta, Georgia. For those leaders who coach multiple congregations in women's ministry and leaders of denominational women's organizations. \$295.

All forums and workshops are by invitation. To inquire about receiving an invitation call 800.765.5323.

1999 Workshops

March 21-25, 1999 Lay Mobilization Consulting Workshop at the Arlington Marriott Hotel in Arlington, Texas. Cost is \$395 and includes registration, lunch and workshop fees.

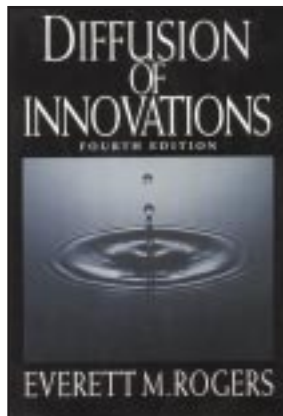
May 17-18, 1999 The Diffusion of Innovation with Dr. Everett Rogers: A Workshop for Church Interventionists at the Colorado Springs Marriott Hotel in Colorado Springs, Colorado. \$149 prior to March 15, 1999. \$195 after March 15, 1999.

Call 800.765.5323 to register.

Diffusion of Innovations

Everett M. Rogers
 The Free Press, fourth edition, 1995
 To order, call 800.323.7445, \$32.95

A classic book for anyone seeking to understand the power and process of change and the diffusion of innovation within a system or organization, it has important implications for leaders wanting to initiate and lead change.



After Heaven, Spirituality in America Since the 1950's

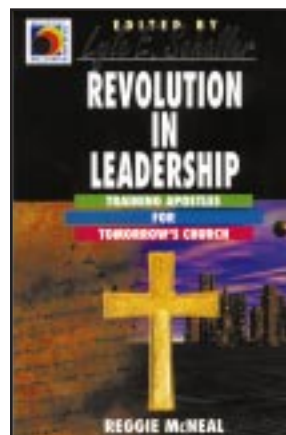
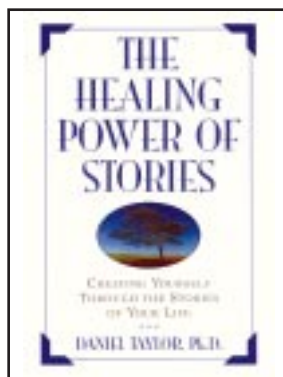
Robert Wuthnow
 University of California Press, 1998
 To order, call 800.822.6657, \$29.95

One of the most insightful observers of American religion, Wuthnow examines the shifts in the America's search for spirituality over the past half century through interviews, cultural analysis, and other research efforts. It is a significant book for those seeking to understand the reality of the altered U.S. religious landscape.

The Healing Power of Stories

Daniel Taylor
 Doubleday, 1996; \$22.50

In a culture increasingly influenced by story, this book is useful in understanding the elements, approaches and power of the narrative. Especially helpful are the questions that help to shape family, religious, cultural, school and life-defining stories.



Revolution in Leadership: Training Apostles for Tomorrow's Church

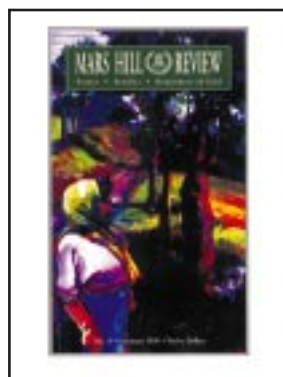
Reggie McNeal
 Abingdon, 1998
 To order, call 800.251.3320; \$16.00

In this important book for 21st century leaders, McNeal establishes the changed context of ministry and identifies new ministry skills sets and a model of life-long learning for the future.

Mars Hill Review

Three issues annually; \$29.00;
 call 800.990.MARS or
 visit their website at www.marshallforum.org

This journal looks at contemporary culture through the lens of biblical truth as reflected in books, poetry, films, essays and interviews. Check out the current issue and other Mars Hill Forum opportunities at their website.



(Continued from page 6)

beginning and advanced five-day Institutes to equip pastors, directors of lay ministries and ministry leaders in setting up the process in their churches; and a network of trained ITN consultants available to consult with churches on-site in this process.

NEXT: What is happening in denominational churches with the idea of lay mobilization?

SM: Lay mobilization knows no denominational boundaries or age limits. It is being established in all the mainline denominations as well as nondenominational seeker churches and Catholic churches as well. Without exception, these new systems are being brought to life through ministry teams, some a blend of staff and volunteers, selected for their gifts and their passion for the ministry to which they have been called.

NEXT: Is this just for large churches?

SM: No, this is a ministry that applies to churches of all sizes. We have had leaders from very small churches attend our training and be helped as well as leaders of mid-size and larger congregations. ♦

We have redesigned our website to make it easier for you to access the variety of resources of Leadership Network.

- information is bundled in simpler packages
- graphics download more quickly
- ways to communicate with us are faster and more efficient
- links to the entire community of LN websites are clear and direct

In addition, we've created a new website devoted exclusively to useful information for 21st century leaders...

www.leadnetinfo.org

- publications...*NEXT*, *NetFax*, *Access*
- top ten FAQ's
- links to other useful websites
- recommendations of outstanding books, conferences, websites

So, check us out and, please, let us know how we can be useful to you.



The Main LN Website

www.leadnet.org

Other LN sites which you'll want to check out:

- www.churchchamp.org**
- www.leadnetinfo.org**
- www.youngleader.org**
- www.ltn.org**

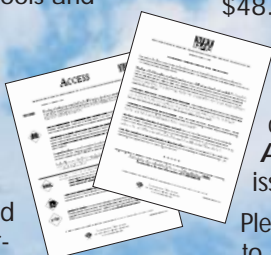
CAN YOU imagine? WHAT THE CHURCH OF THE 21ST CENTURY WILL BE LIKE?

WE BELIEVE that the differences God has in store will astound us! The greatest impact of this emerging church will be on its leaders. Leadership Network's aim is to connect 21st century church leaders with one another and also to the best ideas, tools and resources.

NetFax and *Access* are two publications that will change the way you look at things. *NetFax* plugs you into the networks of ideas and emerging perspectives derived from our research of innovative churches, culture, business and related disciplines. *Access* keeps you current with the best books, internet sites, con-

ferences, audio/video-tapes, consultants and services on the critical issues churches will face in the 21st century.

By becoming a subscriber to *NetFax* now for \$48.00 a year (Canada - \$58 U.S.), you'll also begin receiving our new monthly publication, *Access*, free of charge. Both will be delivered by fax or e-mail. *NetFax* will come every two weeks (26 issues) and *Access* will come monthly (12 issues).



Please call us at 1.888.LEADNET to subscribe.



EXECUTIVE EDITOR	Carol S. Childress carol.childress@leadnet.org
MANAGING EDITOR	Colleen Townsley Hager colleen.hager@leadnet.org
INFORMATION ASSISTANT	Vicky Perrenot vicky.perrenot@leadnet.org
DESIGN AND PRODUCTION	Sabra C. Inzer sabra.inzer@leadnet.org
LEADERSHIP NETWORK WEBSITE	www.leadnet.org
YOUNG LEADERS WEBSITE	www.youngleader.org
CHURCHCHAMPIONS WEBSITE	www.churchchamp.org
INFORMATION CENTER WEBSITE	www.leadnetinfo.org
LEADERSHIP TRAINING NETWORK WEBSITE	www.ltn.org

NEXT is a free publication of Leadership Network and is published six times a year. To receive your free issues, please contact us through any of the phone numbers listed below.

PERMISSION TO REPRODUCE MATERIAL IN *NEXT* may be obtained by calling, faxing or writing Leadership Network. Phone: 800.765.5323 inside the U.S., or 214.969.5950 outside the U.S. FAX: 214.969.9392

