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The Leadership Multiplication Pathway

Producing Reproducing Leaders

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Cameron (not his actual name) began his church planting journey like so many church planters. A vision, a team, a community. Riding the ups and downs of a newly formed plant, he navigated Sunday morning worship attendance as the barometer of success: high attendance = SUCCESS vs. low attendance = MASSIVE FAILURE.

Cameron is a 30-something leader who planted a new church in a city of about 100,000 residents. When I started coaching him several years ago, coaching was presented as a service that was primarily reserved for church planters. This narrow view limited his understanding of how coaching could be applied, overlooking the opportunity to empower disciples and leaders at every stage of development, but more on that later.

Over the course of the next year it was evident Cameron's metrics for success were not only deficient, but discouraging. Attendance, combined with finances, fluctuated from week to week. In our coaching appointments he kept asking the question, "There must be a better way?"

A new perspective – make disciples and leaders vs. church attenders



The question, begs the strong response – *there must be a better way!* The job of the coach is to help leaders discover the "better way". The metrics themselves are not bad. However, when the metrics become the primary focus of the planter or lead pastor, the leader loses perspective. Perspective, is what Cameron was desperately searching in his quest to unlock the disciple-making/leadership code in his context. With a new perspective came new metrics. Of course, "nickels & noses" are always going to be indicators for success with church planters, pastors and network overseers. But what about the quality of disciples? The quality of leaders?

When I asked Cameron about the process he was using to make disciples, he was conflicted. "Was it the question?" "The answer too complex?" "Where was he struggling?" Let's pause here for a moment.

I estimate that 80% of church planters would respond in like manner.

And the remaining 20% don't have a clear process in mind; but would answer the question as best they could, with mixed results. I believe the reason most planters do not have a clearly defined disciple-making/leadership development process is two-fold: the metrics of success and second, confusion with the *characteristics* of a disciple vs. the *skills* of a leader. Enough has already been said about the metrics. But the characteristics of a disciple vs. the skills of a leader demand a fuller explanation.

When presenting the challenge to a group of church leaders to: "list the competencies of a disciple"; oftentimes, the list reads like a menu of characteristics e.g. humility, servanthood, faithfulness. Then when asked to do the same for a leader, similar characteristics typically make that list. There is little or no distinction between the characteristics of a disciple and a leader. However, note the nature of the request: "list the *competencies*..." There is confusion between *characteristics* and *competencies*. Therefore, when I asked Cameron to clarify their discipleship process, he was unable to distinguish between the two. In his

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attempt to clarify the pathway, he discovered that gaps exist because he was unclear of what it really takes to become an effective disciple and later, an effective leader.

Key Insight: are you making disciples or good church attenders?

Ready made leaders are not made in heaven they are grown on earth.

The key contribution of the Leadership Multiplication Pathway (LMP) is that it describes how Christian leaders develop from fully devoted followers of Christ to lead multiplication movements.

To produce the right outcomes when developing leaders, you must start with the right behaviors you want to see vs. the content you want to teach. The LMP is a coaching-based process designed to produce reproducing leaders with practical personal and ministry experience in, with, and by a healthy growing local church. It hinges on the coaching relationship a leader has with a disciple or emerging leader

The LMP is a strategy that begins with the newest disciple. A strategy that ends by producing quality pastors and church planters who can extend your reach into the harvest. Producing healthy and productive volunteer leaders within the local church (because you start and finish in the right place).

There must be a better way!

Cameron's vision was to establish more and better disciples resulting in more and better leaders. He refocused his attention on the newest disciples. As you will see, this is the first phase of the LMP (ESTABLISHING Obedient Discipleship). With renewed energy, Cameron soon realized that the way he had been making disciples was not achieving the result he was after. He was replicating what he had been taught e.g. making disciples meant taking a person through a set curriculum. This had created knowledgeable Christians but not obedient disciples - who were making disciples.

The LMP is not prescriptive - it is descriptive. In other words, based on observation, these are the best practices to cultivate a disciple-making and leader development culture. The means by which this is accomplished is through coaching.

When you start with the end in mind then you have a much better chance of arriving at your destination. Once we clarified that the starting place for Cameron was the newest disciple, then, he oriented his disciple-making strategy around behaviours of people who were not currently in his church. When he clarified his desired outcome, a reproducing leader, then he identified behaviours to support that goal.

Coaching to empower leaders.

Another paradigm shift for Cameron was the value of coaching to empower and develop leaders. Earlier I mentioned that his understanding of coaching was limited to church planters. From the new found emphasis Cameron placed on making disciples from the newest Christian, he discovered the place coaching played in that process.

Cameron's experience proved that coaching not only works but is far more effective than the linear, knowledge-based classroom model he had been trained to replicate. In fact, Cameron's vision was to permeate every facet of his ministry with the DNA of coaching. From making disciples to reproducing leaders; coaching was his preferred approach. For the next year, he wrestled with this skill and learned how to incorporate coaching into the discipleship pathway he was establishing.

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Key Insight: coaching empowers people throughout their discipleship and leadership journey

The Leadership Multiplication Pathway Storyboard

The LMP is designed for the lead pastor and church planter

This point is important to reinforce because the lead pastor or church planter of a newly formed church is strategically positioned to function as the *head coach*. It is not an area that can be delegated to another team member or subcontracted to an outside institution. Effective disciples and leaders will be empowered in and through the local church.

- *When making disciples is important to the head coach, it will be valued by other disciple-makers.*
- *When empowering leaders is modeled by the head coach it will become normal for leaders to empower other leaders.*
- *When coaching is important to the head coach it will be second-nature for leaders to apply coaching as the primary means to make disciples and empower leaders.*

Creating a culture of leadership development - from the newest disciple to a reproducing leader. The focus is not to help disciples, become better disciples. Rather, help the newest disciple become a reproducing disciple. Then, under the power of the Holy Spirit, progress into the next phase of their development.

- *Not everyone in the congregation will advance through the LMP. They may find their home in the ESTABLISH phase.*
- *Or maybe in the ENGAGE or GROW phase.*
- *But for those more attuned to REPRODUCE leaders-teams-groups, they will become leaders of leaders.*

The LMP consists of four phases and ten frames.

Imagine the LMP as the super-structure of a wonderful system that fits together like a Lego kit. The lead pastor or church planter has the blueprint to coach a new disciple or leader into the appropriate phase of development. Upon further reflection, they will discern which frame(s) they are currently in at any given time. The next step is completely up to the disciple or leader. The lasting imprint on the disciple or leader is the work of the Holy Spirit.

Each phase is broken down into a unique storyboard that has its own resources to support disciples and leaders on their journey. The names of each of the storyboards is labeled in the upper right corner of the LMP under the cycle of Continuous Development (see LMP storyboard).

Look at the LMP. Each phase consists of 2-3 frames. The frame has a title with the behavioral actions described in the box below it. To apply the LMP to your situation, complete a simple self-assessment at the end of each phase then identify your strengths and the under-developed areas.

Below is the framework of the LMP, followed by the storyboard.

ESTABLISH Obedient Discipleship –CHARACTER

- *Focus - the new Christian*
- *Purpose – The goal in the Establish phase is to coach a new follower of Christ in the essentials of an obedient disciple. Three scriptural fundamentals of discipleship consistently rise to the surface*

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regardless of culture, church context, or doctrinal biases. Loving God, loving others and making disciples are the characteristics of an obedient disciple.

- Key question - How can I coach a person to follow Christ?

Three elements are represented in the frames found under ESTABLISH:

- Loving God (Deuteronomy 6:5, Matthew 22:37, Mark 12:30 & Luke 10:27)
- Loving Others (Leviticus 19:18, Matthew 2:38, Mark 12:30-31 & John 13:34)
- Making Disciples (Matthew 28:19)

Reflection Exercise:

Rank each on a 5-point scale e.g. 1 (undeveloped) – 5 (strength)

- *Loving God*
- *Loving Others*
- *Making Disciples*

ENGAGE Focused Ministry – COMMITMENT

- *Focus – the growing disciple*
- *Purpose – The goal of the Engage phase is to coach a disciple in the essentials to discover and use her/his spiritual gifts. Progressing through these frames requires engagement in ministry, real ministry experience, identifying strengths and weaknesses along the journey. As the growing disciple gains experience and increases their awareness of their gifting, they will sharpen their ministry focus in the body of Christ.*
- *Key question - How do I coach a new disciple to exercise their spiritual gifts?*

Two elements represented in the frame under ENGAGE:

- *Ministry involvement and focus (Romans 12:6-8; I Corinthians 12:4-31)*
- *Gift Ministry (Romans 12:6-8; I Corinthians 12:4-31)*

Reflection Exercise:

Rank each on a 5-point scale e.g. 1 (undeveloped) – 5 (strength)

- *Ministry involvement and focus*
- *Gift Ministry*

GROW Effective Leadership – COMPETENCY

- *Focus – the emerging leader*
- *Purpose – The goal of the Grow phase is to coach a growing disciple to take the next step on their journey into leadership. Progressing through these frames requires opportunities to lead a ministry, uncover strengths and weaknesses to further refine their gifts. As the emerging leader gains experience and increases their awareness of their gifting, they will test their leadership effectiveness.*
- *Key question - How do I coach an emerging leader to lead?*

Two elements are represented in the frame under GROW:

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- Leadership development
- Effective leadership

Reflection Exercise:

Rank each on a 5-point scale e.g. 1 (undeveloped) – 5 (strength)

- *Leadership development*
- *Effective leadership*

REPRODUCE Continuous Multiplication - CULTURE

- *Focus – the leader*
- *Purpose – The goal of the Reproduce phase is to coach a leader to empower other leaders. Progressing through these frames requires opportunities in ministry to gain experience as a leader of leaders. The greater the effectiveness the greater the responsibility with the potential, for some, to become a movement leader.*
- *Key question - How do I coach a leader to empower leaders, to empower other leaders?*

Three elements are represented in the frame under GROW:

- Multiplying groups and ministry teams
- Multiplying ministries
- Multiplying movements

Reflection Exercise:

Rank each on a 5-point scale e.g. 1 (undeveloped) – 5 (strength)

- *Multiplying groups and ministry teams*
- *Multiplying ministries*

Closing assessment:

1. Take a moment and identify the area that you need to work on from your reflection above.
2. Carefully read the behavioral actions and identify which one(s) you need to develop now.
3. Finally, brainstorm ideas you can take to develop this area(s).

The LMP is a coaching tool not an educational tool.

What does that suggest? When you introduce the LMP you must be careful not to present it as an educational tool; instead, it is a coaching tool to orient the person being coached and assess where they are in their discipleship and leadership journey. Once that has been determined, then the coach can help the person being coached determine what information they need to address that particular area.

For example, this may require a resource the leader is already acquainted. Imagine coaching a new disciple and asking them questions to identify where they are in their journey. You help them discern that the area they are challenged by is in the *ESTABLISH* Phase under the *Loving Others* frame; specifically, “*journeying*

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alongside others in community". A helpful resource in that arena might be finding a small group where that person can experience the importance of community. To enhance that person's understanding of community a book such as "Life Together" by Dietrich Bonhoeffer might be a helpful resource for a deeper understanding of Christian community. The point is, the small group and book become the "resources" for the new disciple to engage in the learning process.

After a period of time it will be helpful to re-assess how they are doing in that area and then determine the next area to address. At the end of this article is an overview of the LMP. In particular, note the relationship between the cycle of Continuous Development (upper right corner) and the four phases highlighted in the left margin. Following is a practical explanation how to use the LMP.

Key Insight: the LMP is not an educational tool, it is a coaching tool.

How to use the LMP storyboard by an individual, a coach & a team

Three ways to utilize the LMP.

#1: Self-assessment.

Imagine you are a lead pastor or church planter diagnosing the health of your ministry. You have the LMP in hand. A helpful exercise is to familiarize your-self with the framework of the LMP, noticing the four phases and the corresponding frames. The awareness gained from the LMP is the first step in the progression: Information-Application-Transformation. Consider the following questions to identify where you are at with the people you are developing.

Key Questions

- *What's working?*
- *What's not working?*
- *What needs to change?*

The simple exercise we included above using the 5 point scale is another example how to identify strengths and weaknesses.

After you have answers to the questions above, you are on your way. Once you have dealt sufficiently with the area(s) identified; then go through the questions a second time. This process will repeat itself until you find that the LMP for your ministry has been forged, achieving the results you are looking for e.g. more and better disciples - more and better leaders!

To further support the lead pastor or church planter, a Coaching Guide has been created. It will reinforce the difference between teaching and coaching. The Coaching Guide comes with questions the leader can reflect on to arrive at a deeper understanding of the topic. The questions allow the leader to reflect deeply and arrive at her/his own conclusions. Each frame of the storyboard has 3-5 outcomes and with each of the outcomes a brief explanation is followed by another set of questions for self-reflection. Each section ends with a list of recommended resources for further development. The Coaching Guide is laid out as follows:

- Key Questions
- Description of each of the outcomes
- Reflection Questions
- Recommended Resources



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For the lead pastor or church planter the LMP is a powerful resource by itself. However, to fully appreciate the LMP, the support of a coach will be even more beneficial.

#2: A coach working alongside a lead pastor or church planter.

The intended purpose of the LMP is to be used by a trained coach with a lead pastor or church planter. Similar to the process discussed above, but now a trained coach who has the experience to walk a leader through their own developmental process, will guide the relationship. The benefit here is the coach has the ability to jettison into any of the four phases and unpack the associated storyboards and accompanying resources as the needs of the person being coached dictate.

Remember Cameron. The LMP was helpful to achieve the big picture, but the conversation quickly gravitated into the ESTABLISH Obedient Discipleship phase. Meanwhile, as he continued his work in this area there were a few leaders that surfaced who were ready for additional coaching so Cameron began working with them in the GROW Effective leadership phase. This is not unusual. Reality is, different people will be at different places in their development. In addition, an individual might be working in two or more phases or frames at any one time.

Key Insight: the LMP is flexible.

Two ways a coach can use the LMP:

- Coach's Benefit: Framework for her/his reference when asking informed questions of the disciple or leader.
- Person Being Coached Benefit: Share the storyboard with the new disciple or emerging leader and use it as a reference point to ask informed questions.

Key Questions

- *Where are you?*
- *What are you doing well?*
- *What are you not doing so well?*

#3: The third way to use the LMP is with a team.

This requires training for the lead pastor or planter. The "Producing Reproducing Disciples & Leaders" Training Process is uniquely suited for those who desire to incorporate a comprehensive coaching culture in their ministry. It will provide training for the leader in coaching, the LMP and correlating resources under each of the four phases.

More information can be received from contacting InFocus and CoachNet International.

What kind of results can you expect using the LMP?

Realistically, the expectation you should set for yourself when using the LMP depends on where the starting point is in your ministry. For an established ministry, change occurs slowly vs. the more fluid environment of a church plant. That said, here are some tangibles to aim for with the LMP.

More and better disciples. Coaching combined with the LMP will ensure a relational pathway for making disciples, who make disciples.

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More and better leaders. The same can be said here. The LMP places the leadership development process back into the DNA of the local church.

Cameron's journey continues to this day. Through the coaching in combination with the LMP, he discovered that there were people who the Lord was preparing to be equipped for ministry that would reproduce other leaders, groups and churches. In fact, a leader that was interning in the ministry was being groomed to launch a new church at the same time the new church was moving into their first facility. This is the first of many planters and missionaries that will be sent out from Cameron's church. The results speak for themselves – the right leader, the right place at the right time!

7 practices when introducing the LMP:

1. Use the LMP yourself to become familiar with it before you begin coaching someone.
2. Keep the storyboard on your side of the table. (I've found that when I have shown the storyboard too early in the conversation the leader can latch onto it as the "silver bullet" for all ministry problems.)
3. When you first begin coaching someone rely on the Coaching Guide to formulate your questions.
4. Don't use the LMP as a teaching/education tool. (We've already gone into this in the article.)
5. Don't force it. If the timing is not right then hold off until a better time.
6. Describe what the LMP does then ask the leader if they are interested. (Leave the leader in the driver's seat of the conversation at all times)
7. It is helpful that the lead pastor or church planter has some coach training when using the LMP.



Resources

Leadership Multiplication Pathway

- **Storyboard**

Obedient Discipleship

- **Storyboard**
- **Coaching Guides**

Focused Ministry

- **Storyboard**
- **Coaching Guides**

Effective Leadership

- **Storyboard**
- **Skill Builder Booklet**
- **One-Page-Coach Training Resource System**

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- A 185 page training resource designed for facilitators/coaches who are guiding individuals on their leadership development journey
- **Leadership Effectiveness Profile**
- **Leadership Effectiveness Profile Resource Guide**

Cultivating Multiplication Movements

- **Storyboard**
- **Coaching Guides**

Church Planting

- **Storyboard**
- **Coaching Guides**



Resources

Effective Leadership

Profiles & Instruments

- Leadership Effectiveness Profile
- Emotional Intelligence Style Instrument
- Learning Styles Instrument
- Problem Solving & Decision-Making Profile
- Goal Setting Effectiveness Profile
- Creativity & Innovation Effectiveness Profile
- Change Management Effectiveness Profile
- Team Building Effectiveness Profile
- Communication Effectiveness Profile
- Listening Effectiveness Profile
- Assertiveness Style Instrument

Skill Builder Booklets

- Effective Leadership
- Emotional Intelligence
- Learning Styles
- Problem Solving
- Goals & Objectives
- Creativity & Innovation
- Change Management
- Team Building
- Communication
- Listening
- Assertiveness Skills

One-Page-Coach Training Resource System

- Effective Leadership

Storyboards

- Effective Leadership
- Change Management
- Team Building

Profile & Instrument Resource Guides

- Leadership Effectiveness Profile Resource Guide
- Change Management Effectiveness Profile Resource Guide
- Team Building Effectiveness Profile Resource Guide

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For more information

Developing leaders is probably one of the most challenging, yet rewarding, assignments you'll ever take on in ministry. The process and resources of the Leadership Multiplication Pathway will help you grow and reproduce disciples, ministries, leaders and churches.

You may also need someone to walk with you on the journey. Because we have been on this journey for over 20 years, we can walk beside you and help you design your own unique journey.

For **Consulting, Coaching and Training** to help develop a Leadership Multiplication Pathway contact:



E-mail: office@infocusnet.org

Phone: 951.473.4481

Web: www.infocusnet.org

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The summary introductory statement

The summary statement introduces the storyboard and its likely benefits.

The first phase

The first phase involves laying down a foundation

The second phase

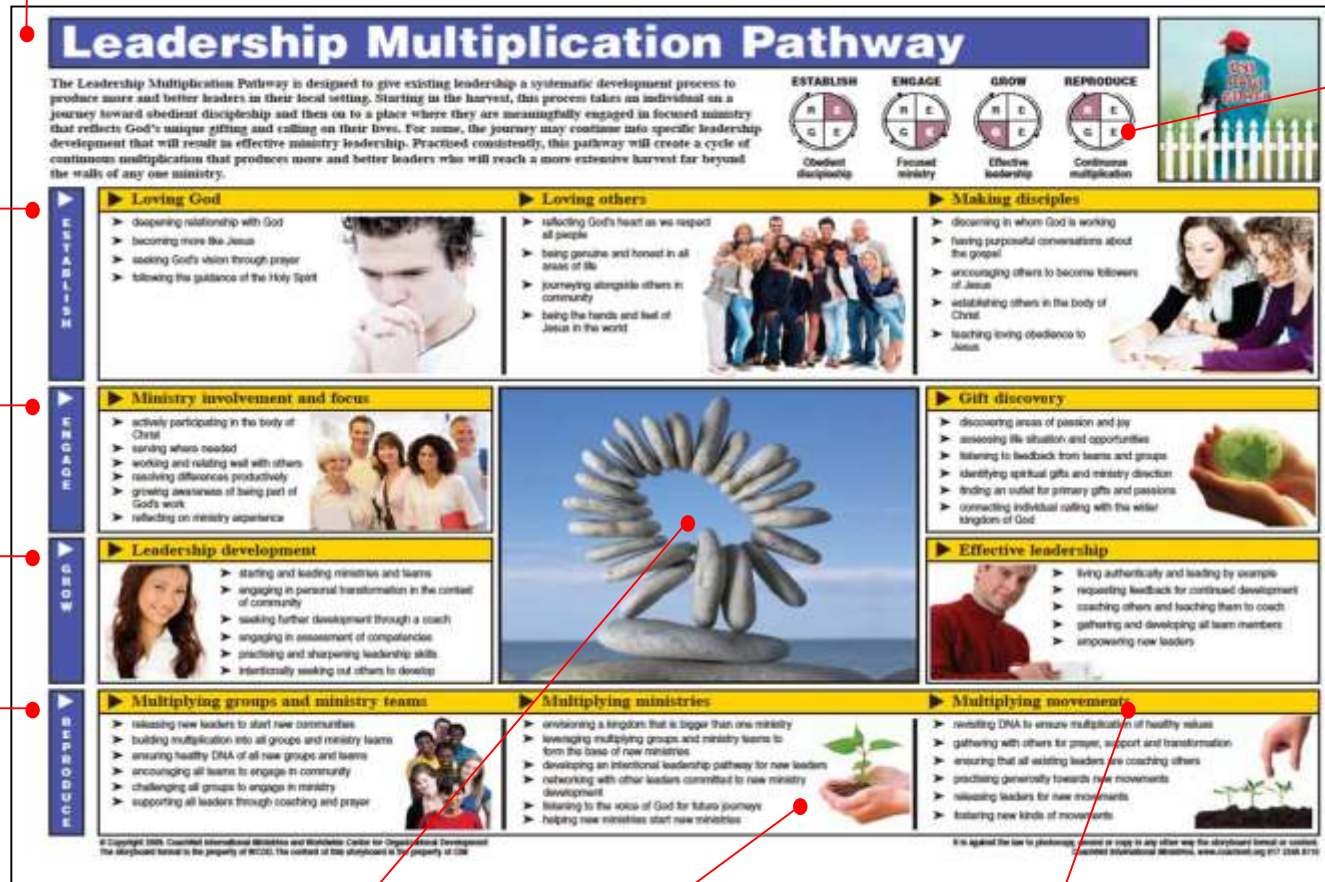
The second phase involves connecting with others

The third phase

The third phase involves reaching beyond where you feel comfortable

The fourth phase

The fourth phase involves reviewing your efforts and looking for growth and development



Continuous development

Continuous development or growth is often shown as a wheel or circle with four quadrants. These quadrants or phases follow one another continuously (the wheel keeps on turning). Under each circle a simple statement defines the phase.

A linear and mosaic format

Storyboards can be used as a linear growth and development process (start at the beginning and finish at the end), or they can be used in a more mosaic way (start where a person is and help them fill in the spaces) using a 'just-in-time' learning process.

The center picture

The center picture is a simple representation of the focus of the storyboard content. It is used to introduce the background of the subject being covered.

Images

Images are used throughout the storyboard as a colorful way to illustrate a key point or message that needs to be conveyed.

Title bars

The title bars show the phases of continuous development. In addition, every title bar contains a summary heading for the behavioral actions described in the box below it.