

Leadership Development Resources

by Steve Smith

In this article are numerous Leadership Development Resources that we did not have space to put in the T4T book. The first section is a summary of Middle Level Trainers retreats written by Ying Kai with the help of Bill Fudge.

Middle Level Training Conference/Retreat – Ying Kai and Bill Fudge

“Dear friend, I pray that you may enjoy good health and that all may go well with you, even as your soul is getting along well.” 3rd John verse 2

Purpose:

Seeing churches started using BASIC T4T is not so complicated, but for the ongoing expansion to be strong, stable, and long term, more than the BASIC T4T training is needed. To spread the gospel through trainees sharing their testimonies, gathering those who believe and establishing first or second generation churches (small groups) is also not so difficult. But to continue that expansion to the third, fourth generation and beyond with fast spreading of the gospel, forming small groups, and training those in the groups to continue the pattern of expansion requires more than just the BASIC T4T training.

There are two dimensions of expansion and rapid growth. One dimension is testimony sharing (seed sowing), the harvest of gathering and training those who come to faith to also begin sharing, gathering and training. The second dimension beyond expansion is to build into the leadership strength, understanding and growing maturity to stabilize and sustain that growth. In other words, not only is abundance of fruit important, but development of maturity and strength is also necessary to withstand time, problems, challenges and to establish structure and oversight that will maintain the growth.

Implementing CPM work is not just training Trainers(BASIC T4T). It also requires providing and modeling pastoral care to the developing flock of Trainers and believers.. The Trainers(leaders) need to be accountable to one another, learn to counsel each other, and help each other, so that the gospel will continue to spread fast, and the Trainers(leaders) will also grow in maturity of life and holiness and be able to encourage others, and defend against attacks from Satan.

Just as we need the Lord’s strength as we experience fatigue, difficulties, problems with family and friends, and even emotional problems, so too, those Trainers that we train also need to grow in their biblical knowledge and in their spiritual life, and be able to draw on the Lord’s strength. The MID-LEVEL TRAINERS CONFERENCE is designed to help faithful Trainers grow in the Lord, recognize and deal with personal and ministry problems, and establish a prayer and networking team that will pray for each other. To help them grow, the MID-LEVEL TRAINERS CONFERENCE teach them the scripture, leads them to grow in their Christian and family life, and helps them envision and plan for their future of service. Following is one method used extensively which has proven to be very good and successful in providing personal, spriritual and ministry growth for the participants.

Method:

The MID-LEVEL TRAINERS CONFERENCE/RETREAT should be planned (ideally) for 5-10 days of retreat (though sometimes a weekend will do) with worship times, prayer times, quiet times, personal scripture reading of assigned texts, Bible teaching, personal interview and counseling with each participant, group critique and encouragement for each participant, sharing times of victories and difficulties, fellowship times, vision sharing for the future by each person, and prayer for each person.

1. Preparation for the Retreat: The preliminary work of finding, and arranging a place, for food lodging and meeting, scheduling the daily work, and overseeing the conference. If you have a big trainer, administrative oriented person, or a very responsible coworker, you can ask them to help you make these arrangements. For the first conference you may need to do all of this, but you should be training someone else by taking them with you, plan with them, and teach each step for preparation. After you have trained someone, then a main coworker (Big Trainer or administrator) must find a training place. They need to invite coworkers who need to be trained. They also arrange all times, places, people, any necessary transportation, lodging, etc.....
2. Who is invited to the Retreat?
 - a. Co-workers who are using T4T, have fruit (usually at least 3rd or 4th generation churches), and have been in the work for 6 months or longer. These MID-LEVEL TRAINERS (though you do not give them a title), need nurture, problem solving assistance, spiritual growth, and a time to rest and come aside where they receive care and ministry.
 - b. You will also want to invite to the retreat or part of the retreat the one who will be teaching the scriptures. It seems best to teach a whole book or books of the Bible. Usually, Romans, seems to be a good book to begin with.
 - c. The Big Trainer (one who oversees these MID-LEVEL TRAINERS) is also included in the planning, interviews, etc., as you train this person to lead other Mid-Level Training in the future.

Important Parts of the Mid-Level Trainers Retreat:

1. Introductory Time.

- a. Meet each other and introduce self (name, where they live, when they became a Christian, number they led to Christ, and the number of small groups they formed and generation they're at).
- b. State the purpose of the training this time.
- c. Worship, sing hymns, pray, and short devotion and praise time.
At the end of the worship time, you should give directions again about the schedule and expectations for the group.

1. Schedule: Personal Devotion time of Scripture reading and Prayer
2. Schedule: Each person for a personal counseling time with you or the BT
3. Schedule: Plan times of games, and social interaction when all participants get better acquainted with each other.
4. Ask each person to watch each other, get familiar with each other, and evaluate each other through games, conversations, discussions, attitude of how they eat, attitude of how they live and their manner of relating to people while together. This is preparation for the Interpersonal Relationship Discussion time later in the meeting.

2. **Personal devotion time.** Assign each participant to read the scripture that will be studied later in the retreat. It is good to assign them to read the book through a number of times (3 times perhaps), and remind them how to meditate and make notes on the book as they read and study.
3. **Personal Counseling Time.** As each participant is having his personal time of reading the scriptures, fellowship with others, and praying, you (and the BT) should schedule and have a personal counseling time with each participant. You should plan around one hour for each person. You will want to arrange for each male and female to have the same gender person to serve as their counselor.
 - a. Counseling includes:
 - b. Talk about the success or failure starting from the 3-6 months before today
 - c. Talk about individual evangelism and training status
 - d. The number of churches they established and the generations in each church
 - e. Individual spiritual life, family life, and work life problems.
 - f. Prayer life
 - g. Personal spiritual gift
4. **Small Group Interpersonal Relationship Discussion.** First introduce the purpose of Interpersonal Relationship Evaluation and Performance. It is to establish everyone as 'my mirror'. You can set this up with games, discussions, and also asking people in advance to listen evaluate and watch people and their attitudes and behaviors, seen through games, conversations, discussions, attitudes of how people eat, converse, attitude of how they live, etc.
 - a. Lead the group in a Interpersonal Relationship Discussion time. This is a difficult exercise, especially the first time. The purpose of this is to LEARN TO ASSESS other people, to evaluate them, and to be able to share with them good things and needy areas. A second purpose is to HEAR ABOUT ONESELF as each person is critiqued, giving both the good personality traits and character seen and the areas where a person needs to improve. A third purpose is to build a sense of openness, fellowship, and camaraderie within this group of fellow servants of the Lord. NOTE: It is difficult for these folk, many who do not know one another well, to do this, but usually after the start, with one person giving encouragement and also pointing out areas for growth, that the group begins to do this in earnest. The end desire is to serve as a 'mirror' for the each person to see themselves, and know where they need to grow in Christian maturity, moving toward completion in body, mind, and spirit as God's servants.
 - i. Games
 - ii. Many different games can be used, but one which you might consider is to blindfold one person, and let an assigned unblindfolded partner, lead them through an obstacle course. Then change the blindfolded person and the unblindfolded person so each will have the same kinds of experiences.
 - iii. Discuss the feelings, the learning, and the application of what is learned to their own life, to their leadership of children, spouse, those they train, church, etc.
 - iv. Discuss the greatest success and worst failures in your evangelistic life.
 - v. Discuss what you are best at, and also what it is you want to accomplish the most, but are unable to accomplish.

- vi. Each person share about everyone else's good and bad from your point of view coming from the games, interactions, fellowship, discussions, and observations while together.
 - vii. Repent, encourage, and pray with each other.
5. **Personal and BT (supervisor) prayer time.** This time is special time after the Small Group Interpersonal Relationship Time when again, each person meets with the counselor(supervisor) to discuss any needs, concerns, plans, etc., and a time for the counselor (supervisor) to encourage the person, guide the person by pointing them to scripture, and praying for the person.
6. **Bible study**
Deeply study one book of the Bible. One person skilled in teaching should teach this. Add in discussion as well as Q&A for the book of the Bible. Romans is a good book to study at the first retreat, but others could also be Ephesians, 1 Peter, etc.
7. **Starting out again (using small groups)---Closing commitment time**
- a. First, begin this session with individual quiet prayer to seek the power and guidance of the Holy Spirit.
 - b. Ask each person in the group to share:
 - c. their next 6-month's training plan in the small group. Include your new name list and the number of generations of churches.
 - d. Vision after 6 months – What God wants to do for you and where?
 - e. Challenge to them to have faith to accomplish what you want to do the most, what are you best at.
8. **Prayer of Blessing.** Everyone must give everyone else a word of encouragement.
- a. Commitment prayer—each person in a small group of two or three, pray for their group partner
 - b. Commitment prayer—You or the BT lead in prayer for each person in the group, and for the group as a whole. Include their vision, their ministry, their personal spiritual growth, their families, and the persecutions and distresses they will face, and for victory in each.

The MAWL Process

You will remember from the T4T book that MAWL is a progressive leadership development process which stands for Model, Assist, Watch and Leave (though some people call this last one “Letter” – leave but stay in contact).

In the case below, we use the task of helping a Big Trainer lead a mid-level training retreat as the example.

Model: In the earliest stages, you have to show him how to do a particular skill or task.

To train a Big Trainer in leading a mid-level training retreat, include him on your planning process. Have him work alongside you during the whole retreat. Have him assist you with various parts – sharing a devotional, leading a Bible study, etc.

Assist: Help him to try his hand at this new task. Let him do it, but be there to support him when he fails.

As the Big Trainer appears to grow in competence, help him plan his first mid-level retreat. Show him what to look for, give him assignments and then partner with him to lead the retreat. But let him be the “convener” of the retreat.

Watch: As he gains competence and confidence, move further into the shadows. Watch him and offer occasional suggestions and correction, but let him lead completely.

As the Big Trainer demonstrates growing ability to lead the retreat, spend sporadic time helping him plan the next retreat. Go to the retreat, but don’t take on any responsibilities. Instead, make notes and debrief them with him daily. Help him troubleshoot and make mid-course corrections.

Leave: This does not mean “drop.” What this means is giving him complete independence and checking in occasionally to see if there are any needs. Paul writing to Timothy and Titus is a good example. He had left them, but stayed connected.

When the time comes that the Big Trainer is doing a good job of leading retreats, back off. Don’t attend. Instead offer you feedback at any point along the way. Debrief it with him afterward, but otherwise, let him run with it.

Other leaders like Thom Wolfe and Tim Patterson have used the acronym “M.O.D.E.L.” instead of M.A.W.L. which helps address two key issues to remember in leadership development:

M: Model

O: Observe (Watch)

D: Delegate (with on the job training and small tasks, help them understand they are authorized to be leaders within the church)

E: Encourage: Remember to encourage these leaders often if possible. This is included within the “Watch” element of M.A.W.L.

L: Letter: Like Paul, you may not just “leave” but you may continue to write or check in occasionally to encourage and troubleshoot with existing big trainers.

What about other types of leaders and spiritual gifts?

The question is often asked: “Is there no room for other gifts and leaders outside those that seem to be evangelistically gifted and fruitful?”

The answer is: “Yes, there is LOTS of room.”

Remember, that in general, we are describing what is needed for the *beginning level* of leadership. As a church matures and reads the Scripture, it will naturally develop various spiritual gifts. New ministries will start – feeding the homeless, assisting drug addicts, ministering to prostitutes. God will put these ministries on the hearts of gifted people and they will grow into leadership in these areas. Over time, the Spirit will diversify the types of gifts and ministries that will develop.

Don’t worry. Keep the believers in the Word. Help them to obey it. This will be one demonstration of their growing maturity.

Trainers, not leaders?

One note of interest: in the T4T framework, Ying *never* gives his leaders a title. He only calls them “trainers” whether they are church leaders, mid-level trainers or big trainers. He doesn’t use the term “mid-level trainer” or “big trainer” with them. Because the cultural context in which he works, Ying feels like giving them a title gives them a “big head” – they become proud.

There is a good lesson here for all of us. We are quick to give titles, and it is hard to take them back if the person doesn’t prove faithful. Also, titles can easily give people a sense of pride and even entitlement.

You can give someone a role without giving them the title. For example, you may give them to role of evangelist or church planter. But when they begin to print business card reading “John Doe – Church Planter” you may be in trouble.

This is not to say that leaders should not be called leaders or have titles. But it is a caution about rushing to give them titles or feeding their pride. Perhaps this is the meaning of Paul’s admonition to Timothy:

Do not lay hands upon anyone too hastily and thereby share responsibility for the sins of others. (1 Tim 5:22, NASB)

Be a Doer, not just a Hearer!

Write down how God has spoken to you and what you need to obey as a result: