



LEADERSTEP

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LEADERSTEP SCHEDULE

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WEEK 1

WELCOME TO LEADERSHIP

MANNA'S PHILOSOPHY
OF LEADERSHIP DEVELOPMENT

WELCOME TO LEADERSTEP

We are so excited that you chose to be part of this eight-week small group. We encourage you to commit to all eight sessions as each session builds upon the previous ones. You'll be glad you did.

We are convinced your participation in LeaderStep will help you develop Kingdom leadership in your family, workplace, community, small groups -- in whatever roles and capacities God has called you to serve as a member of Manna Church.

Before we dive into Manna's Philosophy of Leadership Development, let's review Manna's vision (the details of Manna's vision are spelled out in NextStep).

A VISION TO CHANGE THE WORLD

We believe our Manna Church mission is to glorify God by equipping His people to change their world and by planting churches with a world-changing vision.

WE PLAN TO ACCOMPLISH THIS BY:

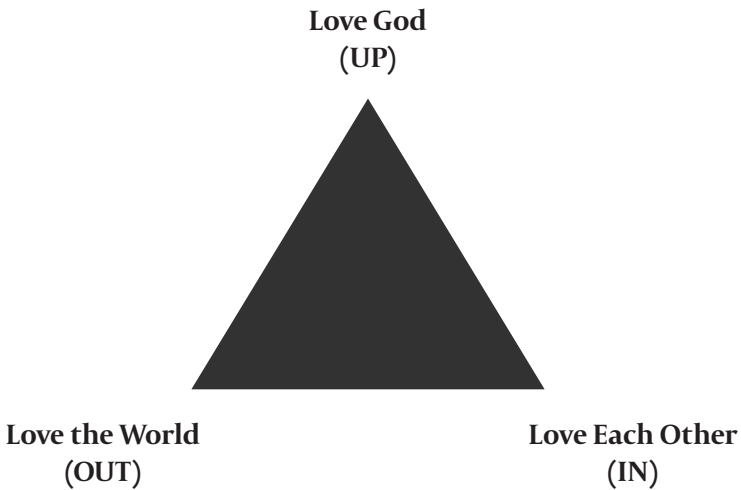
- Helping God's people discover their individual gifts and callings, creating an environment where these may be developed and deploying God's people into their world to be salt and light. Our Small Groups are designed to help accomplish this goal.

- Helping God’s people build strong families and creating a community where individuals may find fulfillment and expression regardless of age or marital status.
- Planting churches with the same vision both domestically and abroad.

WE DO THREE THINGS

- **Love God** - Inspiring Worship Experiences
- **Love Each Other** - Life-Giving Small Groups
- **Love the World** - World-Changing Outreach

*These basic values
are reflected in a triangle:*



MULTIPLY STRATEGY

One Church in Many Locations
The “Military Highway”

MANNA'S BASIC PHILOSOPHY OF LEADERSHIP DEVELOPMENT

- At Manna Church, we are *committed* to leadership development.
- We believe that *everybody* is a leader, that God has called everyone to some form of leadership. So, one of our passions is to develop leadership in every person who comes into contact with us.
- We believe that our effectiveness in fulfilling our calling as a church family depends a lot on developing a leadership *culture* which grows *all* kinds of leaders in *wide varieties* of spheres of influence.

QUESTION: Are leaders born or made?

- The right answer, of course, is **both**.
- You **can** develop your leadership; God is prompting you to do so; that's why you're in LeaderStep. Both those who believe they're born leaders and those who think they're not can grow their ability to lead by engaging in intentional, purposeful leadership development.
- You **are** a leader! Your development is more about your capacities, your character and your faith being stretched and expanded than it is about acquiring knowledge and skills (though, of course, the latter are important). LeaderStep

helps lay a vital foundation for your development as a leader, especially within the context of Manna Church.

FIVE IDEAS

1. Everyone has a **unique calling**. God **determined** it.

*I, therefore, a prisoner for the Lord, urge you to walk in a manner worthy of the **calling** to which you have been called, with all humility and gentleness, with patience, bearing with one another in love, eager to maintain the unity of the Spirit in the bond of peace. There is one body and one Spirit - just as you were called to the one hope that belongs to your call.*
Ephesians 4:1-4 (ESV)

2. Everyone has a set of **gifts**. God **downloaded** them.

*As **each** has received a gift, use it **to serve one another**, as good stewards of God's varied grace... **1 Peter 4:10 (ESV)***

You don't determine your gifts. Your job is to discover, develop and deploy them. We believe this process occurs best within the context of involvement in small groups.

3. Everyone has a set of **talents and abilities** – **things you are naturally good at**. God **decided** on those. For those to develop, you have to get moving. So, look for opportunities to put your talents and abilities to Kingdom-use. You can't steer a parked car!

4. Everyone has a certain **character cap**. A “character cap” involves how far your callings, gifts, talents and abilities can take you given the character you have. Your character can **limit** your effectiveness as a leader. The good news is that God creates opportunities for you to change your cap, to expand and grow your character. And these opportunities always involve **people**. Sometimes, people are hard to work **for**. Sometimes, they are hard to work **with**. People are often difficult to **lead**. And, hurt-people **hurt** people... It is in our interactions with people we discover our character caps. Our interactions with people also present opportunities for our character and leadership to grow.

5. Jesus **died for people**; that makes **people** the most valuable things on the planet.
 - People can change if they come into contact with the God Who made them. Someone must lead them there.
 - Leading people is the most rewarding thing in the world because...
 - ... these people belong to God. He has a plan for each one of their lives.
 - ... He has a special reward for those who lead them on His behalf.

AN IMPORTANT SCRIPTURE CONCERNING LEADERSHIP

*So I exhort the elders **among** you, as a fellow elder and a witness of the sufferings of Christ, as well as a partaker in the glory that is going to be revealed: **shepherd** the flock of God that is among you, exercising **oversight**, not under compulsion, but **willingly**, as God would have you; not for shameful gain, but eagerly; not domineering over those in your charge, but being examples to the flock. And when the chief Shepherd appears, you will receive the unfading crown of glory.*

1 Peter 5:1-4 (ESV)

Insights from this text:

- “among” = those people with whom you are presently associated (this may be challenging because they know you best).
- “shepherd” = not be a domineering boss but a caretaker, a shepherd of the people.
- “oversight” = servanthood. **Servanthood makes you great!**
- “willingly” = not for gain. We don’t do to “get”. We do to “give”. Getting comes later in a variety of forms - promotion (greater responsibility) or reward (here or in heaven).

LEADERSHIP LESSONS and CHARACTER DEVELOPMENT

occur best in:

- **Any** leadership opportunity, not just your “ideal” one (Struggle is good!).
- Places that are **over your head** (“If you’re ready, you’re late.”).
- Circumstances where there is potential **conflict** (Conflicts create opportunities for growth).
- Situations where you are **uncomfortable**, where you don’t know how to go forward (Neediness creates opportunities to learn new things or develop a deeper faith in God).
- Places where you face the possibility of **failure** (Failure is not fatal, so take some risks!).
- Situations where you feel a deep need for and dependence on God. God **wants** you in a place where you need Him, where you live a life dependent on Him.

FIVE PRACTICES OF A MANNA LEADER – S.E.R.V.E.

See and Shape the Future. See where you can go, then take steps into that future.

Engage and Develop Others. Believe in others more than they believe in themselves.

Reinvent Continually. Always look to improve, upgrade, do things better.

Value Relationships and Results. People and Performance!

Embody the Values. Walk Your Talk!

We want you on our SERVE Team. Our SERVE Team provides exciting and challenging opportunities within which you can deploy your gifts, talents and abilities, as well as serve alongside other great people. These contexts provide excellent opportunities to develop your character and your leadership as well.

GOING DEEPER

- What do you believe are your God-given callings, gifts, talents and abilities? Be as specific as you'd like.
- In what contexts are you developing (or would you like to develop) these callings, gifts, talents and abilities?
- How has God helped you recognize and address character caps in your life? What challenging life-situations have helped develop you as a person and as a leader? How did

WEEK 2

**MANNA'S
OPERATIONAL
PRINCIPLES:
DECODING
OUR DNA
PART 1**

Every Church has its own unique calling, culture, “personality”, philosophy of ministry, ways of “doing church”. In other words, each Church has its own “DNA”.

Manna’s DNA is expressed by our “Twelve Operational Principles”. For us, these principles are not simply statements we *believe*. They represent our church family culture – who we *are*. The values expressed by these principles function as “filters” which govern our decisions. They are our foundational, practical guides for walking out the vision that God has given us.

Manna Church’s Twelve Operational Principles

1. The Bible is the handbook for life.
2. Devotion to Christ is the place where the human heart is most satisfied.
3. The Presence of God is a Person.
4. Choose character over charisma and anointing.
5. The Church is the point.
6. The Church is people, not a building.
7. The Church is a force.
8. The Church is not just a teaching center; it’s a training center.
9. The Church was intended to be a church without walls.
10. We are not a church with small groups; we are a small group church.
11. Outreach is the heartbeat of “Church”.
12. Excellence is the standard.

1. The Bible is the handbook for life.

We believe that God’s Word – The Bible – is foundational to how we are to live our lives.

Consider the following Scriptures:

*Your word is a **lamp** to my feet and a **light** to my path.*

Psalm 119:105 (ESV)

*Heaven and earth will pass away, but **my words will not pass away.** **Luke 21:33 (ESV)***

We believe all the important concerns and issues of human life are addressed in the Bible. Whether we have questions about the nature and source of truth, relationships, marriage, child-rearing, personal finances, how God responds to sin and brokenness, social justice, the role of civil authority and how we should relate to those in authority, what Jesus had in mind when He created the Church, what is involved in following Jesus – all our questions will find answers in the Bible.

We don’t just want to know what the Bible says about these things. We believe Scripture is **true**. We want to live our lives grounded in and guided by God’s Word.

Of course, there are those who say “Yes, we believe in the Bible, but when it comes to important issues of life - how to discipline our children, how to build our marriages, discussions on abortion or sexuality, how to build the

church - we need to rely on our own 'common sense' and base our decisions on how we feel or modern cultural trends."

God's Word will be around long after our best ideas are all gone. This doesn't mean we can't use our brains. This doesn't mean we can't gather relevant information. It means we **begin** here - with The Bible. God's Word is our sure foundation for how we are to live our lives.

2. Devotion to Christ is the place where the human heart is most satisfied.

We have been created *by* God *for* God. We were made for relationship with Him, to honor Him, to devote our lives to Him, to worship Him, to have Him as our Center. That is why the First Commandment comes before the Great Commission.

*You shall love the Lord your God with all your heart and with all your soul and with all your might. **Deuteronomy 6:5 (ESV)***

*Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength. **Mark 12:30 (ESV)***

Our relationship with Jesus is the source of living a life that is truly worth living.

For His divine power has bestowed on us everything necessary for a dynamic spiritual life and godliness, through true and personal knowledge of Him who called us by His own glory and excellence. 2 Peter 1:3-4 (AMP)

3. **The Presence of God is a Person—He is The Holy Spirit.** It is so important that we don't view the Presence of God as a force or a power or even a certain kind of experience. The Presence of God is a Person – The Holy Spirit, the Third Person of the Trinity.

We are all encouraged to *‘Be filled with the Holy Spirit’* (Ephesians 5:18 NIV). For believers, this simply means that we are to be continually and increasingly surrendered to and dependent on the Person and ministries of the Holy Spirit. It is the Holy Spirit who teaches us, leads us, equips us, empowers us, transforms us, makes Jesus more real to us, in us and through us. That's why we choose a lifestyle of surrender to and dependence on the Holy Spirit in all we do.

... Throughout all their journeys, whenever the cloud was taken up from over the tabernacle, the people of Israel would set out. But if the cloud was not taken up, then they did not set out till the day that it was taken up. For the cloud of the LORD was on the tabernacle by day, and fire was in it by night, in

the sight of all the house of Israel throughout all their journeys.

Exodus 40:34-38 (ESV)

Nevertheless, I tell you the truth: it is to your advantage that I go away, for if I do not go away, the Helper will not come to you. But if I go, I will send him to you. And when He comes, He will convict the world concerning sin and righteousness and judgment...

John 16:7-8 (ESV)

When the Spirit of truth comes, He will guide you into all truth, for He will not speak on His own authority, but whatever He hears He will speak, and He will declare to you the things that are to come. He will glorify me, for He will take what is mine and make it known to you.

John 16:13-14 (NIV)

But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth. **Acts 1:8 (NIV)**

“Truly, truly, I say to you, whoever believes in me will also do the works that I do; and greater works than these will he do, because I am going to the Father. **John 14:12 (ESV)**

“If you then, though you are evil, know how to give good gifts to your children, how much more will your Father in heaven give the Holy Spirit to those who ask him!” **Luke 11:13 (NIV)**

[For more on the Holy Spirit’s ministries, see Romans 8:26, Acts 2:1-4, Acts 2:38-39, Acts 4:31, Acts 8:14-17, Acts 19:1-7, 1st Corinthians 12 and 14]

4. Choose character over charisma and anointing.

Many people are enamored with and attracted to – in some cases, beguiled by -- talent, gifts and anointing. Without character, though, it will all fall apart. We are not against talent, anointing, and charisma. But character trumps them all. Character is “king” in the Kingdom of God.

Neither Manna Church nor Paul are against spiritual gifts. Spiritual gifts are ways Jesus chooses to reveal Himself, help people, and build His Church family. But the exercise of spiritual gifts doesn't make you spiritual - character does. In 1st Corinthians, Paul addresses a church that possessed many spiritual gifts, but his instructions (actually, his corrections) focused on character issues -- areas which needed to be seriously adjusted. A quick reading of 1st Corinthians 13, the “love chapter”, is a great example of the priority God attaches to character.

In 1 Timothy and Titus, Paul outlines qualifications for elders and deacons. Every point is about character. He says nothing about spiritual gifts, nothing on anointing, and only one thing on abilities—that they should be able to teach (he doesn't even say they have to be good at it!).

Anointing can be found in the microwave, but character only cooks in a crock pot.

Brokenness, humility, loyalty, faithfulness, integrity,

standing by your word, generosity, kindness, sacrifice, perseverance, love - these are the things that make people spiritual.

GOING DEEPER

- What are your attitudes toward the Bible? How are you growing in your appreciation of the authority and relevance of Scripture in your life?
- In what practical ways are you cultivating your personal devotion to Jesus Christ?
- In what ways do you depend on the Person and ministries of the Holy Spirit? How are you experiencing His ministries in your life? What aspects of the Person and ministries of the Holy Spirit would you like to learn more about?
- What circumstances has God brought you through which helped develop your character so that your gifts, talents and abilities were more effective for the Kingdom?

WEEK 3

**MANNA'S
OPERATIONAL
PRINCIPLES:
DECODING
OUR DNA
PART 2**

5. **The Church is the point.**

God always was and is about **people**. He created people, and He created them to have fellowship with Him and to bring Him glory.

Mankind fell and God provided a way of salvation for them. Those He saved are called the Church, His people.

*She will bear a son, and you shall call his name Jesus, for He will save his people from their sins. **Matthew 1:21 (ESV)***

God rules in relation to His people, the Church. The Church is the centerpiece of what God is doing in the earth. The Old Testament is about Him ruling over and dealing with the nations in relation to His people Israel. The book of Revelation is about Him ruling in relation to the Church.

*And when he had taken the scroll, the four living creatures and the twenty-four elders fell down before the Lamb, each holding a harp, and golden bowls full of incense, which are the prayers of the saints. And they sang a new song, saying, “Worthy are you to take the scroll and to open its seals, for you were slain, and by your blood you ransomed people for God from every tribe and language and people and nation, and you have made them a kingdom and priests to our God, and they shall reign on the earth.” **Revelation 5:8-10 (ESV)***

The Church is the point. What God is doing on planet Earth is advancing His Kingdom **through His Church**. Governments, corporations, and entertainers are not the point. They are part of the world, but the real point -- the primary focus -- of all that God is doing is the Church - His people.

Of course, Satan and the world system are going to try to marginalize, resist, and attack the Church. But Jesus won the victory over Satan and the world at Calvary. And He has charged and equipped His Church to enforce and expand that victory throughout the whole earth.

6. **The Church is people, not a building.**

Many churches think that “church” is what happens when we meet, or is synonymous with the place in which we meet. In this view, everything about church centers on the building, and those who do the ministry and who control the ministry are the professional leaders. “Volunteers” are recruited to join ministries, which usually means keeping the programs of the church running. The center of ministry is the church building.

We believe the Church **is people**. Church is where two or more people gather in Jesus’ Name.

We believe that ministry can occur through you wherever you may happen to be: at home, on the job, at a kid’s soccer game. Wherever you are, you bring the Kingdom of God.

The role of the “professional” clergy is to equip and coach the people. The primary job of leaders is to create an environment where people may become who God called them to become so they can demonstrate and advance the Kingdom of God in their spheres of influence.

...you yourselves like living stones are being built up as a spiritual house, to be a holy priest-hood, to offer spiritual sacrifices acceptable to God through Jesus Christ.
1 Peter 2:5 (ESV)

And he gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ...
Ephesians 4:11-12 (ESV)

“Traditional church” is a model of doing church which sees the people in the stands watching and the “professionals” playing the game (ministering).

Manna’s model sees the people on the field doing ministry, the “professionals” equipping and coaching, and the “great cloud of witnesses” in the stands (see Hebrews 12:1)

God loves to take ordinary, everyday people and equip them to do extraordinary things for His Kingdom. That’s why we believe in people. That’s why we are committed to having more faith for people than they may have for themselves.

7. **The Church is a force.**

“Inward churches” see the Church as a field - the focus of ministry, the place where ministry is done.

“Outward churches” see the world as the field and the Church (the people) as the force.

Manna Church is an “outward church”.

Our mission statement does not use “minister” as the core action verb. We use “equip”. Ministry is available at Manna because the people are equipped to do it. And our Small Groups provide the ideal environment for people to discover, develop, and deploy their individual giftedness and callings.

People are called by God to reach their world, their spheres of influence.

Bed (where you live, your immediate relationships)

Buck (your occupation -- work, school, etc.)

Burden (your God-given passions, causes)

...and He made from one man every nation of mankind to live on all the face of the earth, having determined their appointed times and the boundaries of their habitation...

Acts 17:26 (NASB)

**8. The Church is not just a teaching center;
it's a training center.**

Just as there are hospitals which provide care for people, and teaching hospitals who care for people AND equip future physicians, we are a church that cares for people AND trains people to do ministry.

People grow best in a grace-filled environment, so we create a place where failure is not fatal. We prize taking steps of faith, trying new things, innovating, learning from our failures and mistakes.

We are a permission-granting, not a permission-withholding church. We want to encourage and equip, not control and limit.

Leadership authority is given by God to equip and empower people to operate in their callings, not to control or intimidate people.

*And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ... **Ephesians 4:11-12 (ESV)***

Generosity is our default. If you are going to err, always err on the side of generosity. Our heart is to lead with an open hand.

Grace is more than just a gift and certainly more than a doctrine; it is a lifestyle. It is how God grows and empowers people. Jesus did for us what we couldn't do for ourselves. He raises us up and He places us in circumstances where we can walk out our calling, using our gifts to take His message all over the world.

Grace does not mean “soft on sin”. Grace without justice is not grace. Love and truth must exist together to remain balanced.

We believe in people, so we invest in people. We believe in helping people take everything God has put in them to advance His Kingdom wherever they go. That's why we “do church”.

GOING DEEPER

- In what ways do you see our culture resisting or marginalizing the place and value of the Church? How would you explain, in your own words, God's view of the place and value of His Church?
- In what ways might Manna's view of church and ministry be new to you? In what ways are Manna's view of church and ministry attractive or inspiring to you?

WEEK 4

**MANNA'S
OPERATIONAL
PRINCIPLES:
DECODING
OUR DNA
PART 3**

9. The Church was intended to be a church without walls.

Everything God made, He made well. God is the Creator and His creation is beautiful. He created, and therefore loves, diversity. At Manna, we love diversity as well.

Division by race, socioeconomic status, fame, or intellect is unbiblical. God is no respecter of persons. We do not accept African-Americans, Hispanics, Asians, or Whites because they are Christian African-Americans, Hispanics, Asians, and Whites. We don't look past their race and say things like "I don't even think of you as a white person/black/Latino." Just the opposite is true. Our heart is to communicate "I do think of you as white/black/Latino because that is who you are, and I love you as you are."

For he himself is our peace, who has made us both one and has broken down in his flesh the dividing wall of hostility by abolishing the law of commandments and ordinances, that he might create in himself one new man in place of the two, so making peace, and might reconcile us both to God in one body through the cross, thereby killing the hostility.
Ephesians 2:14-16 (ESV)

If anyone says, "I love God," and hates his brother, he is a liar; for he who does not love his brother whom he has seen cannot love God whom he has not seen. **1 John 4:20 (ESV)**

All this is from God, who through Christ reconciled us to himself and gave us the ministry of reconciliation; that is, in Christ God was reconciling the world to himself, not counting their trespasses against them, and entrusting to us the message of reconciliation. 2 Corinthians 5:18-19 (ESV)

The church is to provide a culture of healing and reconciliation. Therefore, it is to be without walls. Religion builds walls to keep “good” people in and “bad” people out. Christianity tears down walls and seeks to deliver the healing message of the Gospel to all who need it.

Of course, there is order and (when appropriate) discipline in the Church, but the doors of the Church—namely, our hearts—are always open to others who are “outside”.

10. We are not a church with small groups; we are a small group church.

We see that the Church in the New Testament includes both “celebration and cell”—in our context, Sunday morning and Small Groups.

Acts 2 Model

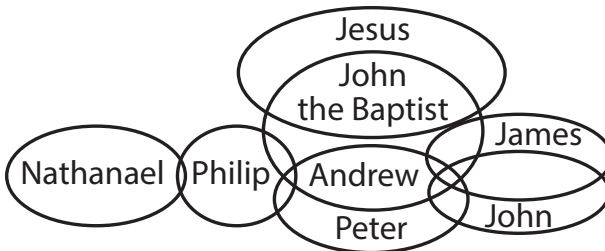
They were continually devoting themselves to the apostles’ teaching and to fellowship, to the breaking of bread and to prayer. Everyone kept feeling a sense of awe; and many wonders and signs were taking place through the apostles. And all those who had believed were together and had all things in common;

and they began selling their property and possessions and were sharing them with all, as anyone might have need. Day by day continuing with one mind in the temple, and breaking bread from house to house, they were taking their meals together with gladness and sincerity of heart, praising God and having favor with all the people. And the Lord was adding to their number day by day those who were being saved. Acts 2:42-47 (NASB)

- They learned this from Jesus. This is how He operated in the Gospels and how He instructed His disciples to operate.
- **Oikos** = household, your sphere of influence. Everyone has one. You are the light to them. You are their pastor. Look at how the Kingdom of God advanced through relationships and spheres of influence in John chapter 1.

The next day again John was standing with two of his disciples, and he looked at Jesus as he walked by and said, “Behold, the Lamb of God!” The two disciples heard him say this, and they followed Jesus. Jesus turned and saw them following and said to them, “What are you seeking?” And they said to him, “Rabbi” (which means Teacher), “where are you staying?” He said to them, “Come and you will see.” So they came and saw where he was staying, and they stayed with him that day, for it was about the tenth hour. One of the two who heard John speak and followed Jesus was Andrew, Simon Peter’s brother. He first

found his own brother Simon and said to him, “We have found the Messiah” (which means Christ). He brought him to Jesus. Jesus looked at him and said, “So you are Simon the son of John? You shall be called Cephas” (which means Peter). The next day Jesus decided to go to Galilee. He found Philip and said to him, “Follow me.” Now Philip was from Bethsaida, the city of Andrew and Peter. Philip found Nathanael and said to him, “We have found him of whom Moses in the Law and also the prophets wrote, Jesus of Nazareth, the son of Joseph.” **John 1:35-45 (ESV)**



All of life is about relationships. Our Small Groups help facilitate relationships directly (developing friendships) or indirectly through teaching and mentoring. A lot of equipping and life-changing ministry that won't likely happen in large meetings gets released in relationships and small groups.

Everything in our church is a small group.

11. Outreach is the heartbeat of “Church”.

Outreach is not an option; it is a **mandate from Jesus**. The Great Commandment (love the Lord your God) is followed by the Great Commission.

*And Jesus came and said to them, “All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age.” **Matthew 28:18-20 (ESV)***

*But you will receive power when the Holy Spirit has come upon you, and **you will be my witnesses** in Jerusalem and in all Judea and Samaria, and to the end of the earth. **Acts 1:8 (ESV)***

*And Saul approved of his execution. And there arose on that day a great persecution against the church in Jerusalem, and they were all scattered throughout the regions of Judea and Samaria, except the apostles. Devout men buried Stephen and made great lamentation over him. But Saul was ravaging the church, and entering house after house, he dragged off men and women and committed them to prison. Now **those who were scattered went about preaching the Word. Acts 8:1-4 (ESV)***

Jesus died for real people and sent real people to reach them.

As real people, we have had both success and failures, lived through many unique circumstances, experienced many challenges and difficulties.

Many of the people with whom we have contact will have some of these things in common with us.

There are people in your *oikos* who are just waiting to hear parts of the story of what Jesus has done and is doing in your life. So, it's important we are equipped to understand our life message, be comfortable sharing the Gospel, and confident in the faith we are living. (In this week's "Going Deeper", we've included questions from a portion of Growth Track's First Step which help you better understand and share the story of your journey with Jesus.)

Our best testimony is a life well-lived – a life wholeheartedly devoted to following Jesus.

Outreach includes every part of the globe and every people group on the planet. At Manna, we are especially drawn to the most difficult and dangerous places and people groups.

Jesus created the Church to be the vehicle to advance the Kingdom of God throughout the world. Because this is His plan, growth and success are expected. At the same time, we fear neither risk nor failure. Our expectation is simply this: once we see the vision He reveals, and set our hearts to work

fearlessly toward that end, He will provide the results He intended us to have.

We are committed to stick to the vision and work the plan that God has given us. We can't do everything, but we'll do what we are called to do with all we have!

We believe that, ultimately, every church really has the same calling. We are committed to do our part in the way that God has called us to do it. And every step of the way, that plan includes you!

So, start with the people who are close to you -- your families, co-workers, neighbors, those who you have a passion to come to know Jesus. Let's reach out to those people and see what God does!

12. Excellence is our standard.

*Whatever you do, work at it with all your heart, as working for the Lord, not for human masters, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving. **Colossians 3:23***

Excellence = relentless improvement.

For example, Manna's Worship Experiences are designed to honor God, engage people, and portray a spirit of excellence befitting the worship of our awesome God. That same spirit of excellence should extend to everything

we do. We are talking about excellence, not perfection. Pay attention to the Law of Diminishing Returns which says that as you add elements, the overall quality can tend to decrease. We don't aim for mediocrity, "good enough", or perfection. We aim for excellence.

|-----Poor----|-----Mediocre-----|----Good----|----Excellent----|----Perfectionism-----|

GOING DEEPER

Below are some questions that we borrowed from the section of FirstStep entitled "Your Story". Please look them over and start the process of answering them as best you can. This exercise can help you better understand and share the story of your journey with Jesus.

- What was your life like before you became a Christian?
What were you like?
- How did you come to receive Jesus Christ as your Lord and Savior?
- What changes has God brought to your life as you have yielded to and followed Him?
- What passions, purposes, goals and plans has God brought into your life?
- What is God currently doing in your life?

- What blessings or breakthroughs are you currently experiencing?
- What challenges are you currently facing? How is God leading you to face and overcome these challenges?
- What are your possible strategies for sharing your story with your family, friends, or co-workers?

week 5

**OUR
PHILOSOPHY
OF
SMALL
GROUPS**

In weeks 1-4 of *LeaderStep*, we discussed Manna's Philosophy of Leadership Development and Manna's 12 Operational Principles.

In weeks 5 and 6, we are going to shift gears. We'll pay special attention to the nature and purposes of Small Groups at Manna Church. Why?

We believe **life-change happens in the context of relationships**. That's why we are a small group church, because we believe life-change happens in small groups.

This week we will cover Manna's Philosophy of Small Groups.

SMALL GROUPS ARE BIBLICAL

Making disciples is our God-given mandate. He also gave us a plan to fulfill this mandate. Jesus modeled this for us by gathering twelve men around Him and teaching them in the context of everyday living, then the early Church expanded on this method.

The Mandate: The Great Commission

*All authority has been given to Me in heaven and on earth. Go therefore and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I commanded you; and lo, I am with you always, even to the end of the age. **Matthew 28:18-20** (NASB)*

This charge that Jesus gave His disciples is very important. He *didn't* say “All authority has been given to me in Heaven and on Earth. Go therefore and preach the Gospel.” Nor did he say “Go therefore and heal the sick.” Nor did he say “Go therefore and plant churches.” Each of those things are significant. They are Biblical. They are very important parts of what we do.

The charge He *actually* gave His disciples was “**Go therefore and make disciples of all nations.**” That is the root, the very core, of our mission here on earth. Everything else we do grows out of, or is connected to, this mandate.

A mature disciple is a fully-formed follower of Jesus Christ. Now, you can't make a disciple of someone without introducing them to Jesus. So, the first step of disciple-making is obviously touching people with the love of Jesus in practical ways, preaching the Gospel, and sharing your testimony. But, discipleship doesn't end there.

The mandate that we have been given, the mandate that we as believers embrace, is to **make disciples** of all nations. How are we to do this? What does that look like? What is the plan?

The Plan

Right before Jesus ascended to Heaven, He told His disciples, “Wait, I'm going to send you another Comforter. I'm going to empower you to fulfill My mandate. I'm going to send you the Holy Spirit.”

“Do not leave Jerusalem, but wait for the gift my Father promised, which you have heard me speak about. For John baptized with water, but in a few days you will be baptized with the Holy Spirit . . . you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.” Acts 1:4-5, 8 (NIV)

During Pentecost, Jesus’ disciples waited in an upper room. The Spirit of God fell on them. They were filled with the Holy Spirit, tongues of fire appeared on their heads, the whole city turned out to see what was going on, the Gospel was preached and 3,000 people professed faith in Jesus right there on that day. (see Acts 2:1-41) Just like that, the Church went from being just a small group of people who followed Jesus to a crowd of many thousands. This small group multiplied and exploded overnight.

This event ushered in Jesus’ way of doing church: **The Acts 2 model of doing church**—Jesus’ plan for our fulfilling His mandate to make disciples. (This is operational principle #10 which we discussed in week 4.) Let’s go a little deeper.

They devoted themselves to the apostles’ teaching and to the fellowship, to the breaking of bread and to prayer. Everyone was filled with awe, and many wonders and miraculous signs were done by the apostles. All the believers were together and had everything in common. Selling their possessions and goods, they gave to anyone as he had need. Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together

with glad and sincere hearts, praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved. Acts 2:42-47(NIV)

As we can see, there are actually **two models** which together comprise the Acts 2 model of doing church.

The **first** model – the gathering in the **temple courts** – is about believers coming together in **larger corporate settings** to worship Jesus, hear Biblical teaching, be built up and encouraged. This corresponds to the “Love God” portion of the Manna Triangle – Inspiring Worship Services.

The **second** model – gathering in **homes** – is about **small groups**. This corresponds to the “Love Others” portion of Manna’s Triangle. It is in small groups that people can develop life-giving relationships, learn to do life together, explore together how to put into practice what is taught. It is in small groups that people learn to discover and use their gifts, talents, and abilities. It is in small groups that people can share their lives, interests, passions, challenges and victories. It is in small groups that life-change happens in ways that can’t be experienced in larger corporate settings.

The Acts 2 model of doing church is a big part of Jesus’ template – His Plan -- for making disciples. We are to gather in the large corporate settings. And, we are to be a part of small groups.

There is yet another very important aspect of Jesus' plan. It has to do with **the primary purpose of Church Leadership** (aka “full-time” vocational ministry leaders) and **the place of ministry in the church body**. As we see below,

And He gave some as apostles, and some as prophets, and some as evangelists, and some as pastors and teachers, for the equipping of the saints for the work of service, to the building up of the body of Christ; until we all attain to the unity of the faith, and of the knowledge of the Son of God, to a mature man, to the measure of the stature which belongs to the fullness of Christ. As a result, we are no longer to be children, tossed here and there by waves and carried about by every wind of doctrine, by the trickery of men, by craftiness in deceitful scheming; but speaking the truth in love, we are to grow up in all aspects into Him who is the head, even Christ, from whom the whole body, being fitted and held together by what every joint supplies, according to the proper working of each individual part, causes the growth of the body for the building up of itself in love.

Ephesians 4:11-16 (NASB)

The primary purpose of the vocational ministry leaders is to provide an environment which **equips** people for their God-given ministries. But the equipping doesn't end there. When people are in small groups- “fitted and held together” – they will be able to equip and minister to **each other** – “every joint supplies”. The overall result is that disciples will be made and the Kingdom of God is advanced.

MANNA SMALL GROUPS

A **Manna Church Small Group** consists of three or more people who gather to build community, to grow and serve together. Manna Small Groups provide an environment where people can (1) grow in their relationship with Jesus, (2) develop meaningful relationships, and (3) discover and develop their God-given passions, giftings, and talents. These groups can meet in homes, coffee-shops, restaurants, church-buildings -- anywhere people can gather.

Why “Free Market” Small Groups?

Free Market Small Groups capitalize on **who** you are -- your interests, passions, burdens, abilities, gifts and talents. They provide a culture that encourages freedom of expression, opportunity, and creativity to explore and develop.

It capitalizes on **where** you are. Every person is a leader and already has a God-given group of friends -- an *oikos* -- that he or she can influence in a positive way. Our *oikos* is our personal community - our sphere of influence - people with whom we spend significant time. It is through these relationships that the Gospel most frequently spreads. Most people come to Christ with the aid of family members or friends. The Free Market Small Group system is the perfect environment for drawing unbelievers within your *oikos*.

We can't overemphasize the power of **“Oikos influence”** or **“Oikos evangelism”**. Why? Because we often underestimate the amount of influence and power that resides in us. The Spirit of God resides inside you. Jesus came and lived a sinless life, died, and then He rose again for you. When you received Him into your life as your Lord and Savior, the Holy Spirit took up residence inside you. You already are in a variety of relationships. You already have spheres of influence. One of the great things about a Free Market Small Group system is it enables you to bring the Person and ministries of the Holy Spirit into those relationships.

You are more powerful than you think! Because of who you are and Who you carry inside you, you are more special than you think. You really can change your world!

Making disciples doesn't require going to a seminar or leading people through a booklet. It requires being intentional about helping the people around you experience Jesus and grow in relationship with Him.

Making Disciples = Relationships + Intentionality

Everyone is a minister and most anything can become a ministry. People connect most naturally with others who are like them. Common interests, ideas, studies, practices, challenges...these make the best framework for relational connectivity. Good ministry starts with who you are and where you are, allowing you to capitalize on your God-given strengths.

TIME TO DREAM

There are many different kinds of small groups.

- **Interests/Passion-Based:** What could you start today with no preparation?
- **Gift/Skill-Based:** How has God gifted you and how can you serve others?
- **Burden-Based:** What social or injustice issue keeps you up at night?
- **Service-Based:** When in doubt, find a way to serve somebody. Find a need in your neighborhood, find a need in your community, find a need on the job and create a group that will meet that need.
- **Ministry/Theme-Based:** Bible study, marriage, parenting, new believers, etc.
- **Community/Neighborhood-Based:** Doing life with neighbors, engaging in community projects.
- **Weekend Experiences:** Taking the Small Group DNA to our SERVE Team groups.

week 6

SMALL GROUPS IN ACTION

Remember our equation for discipleship:

Making Disciples = Relationships + Intentionality

Last week, we discussed the “relationships” part of the equation.

This week we will discuss the “intentionality” part of the equation. We’re going to lay a framework for what a Manna small group should look like.

Manna Small Groups have three basic goals:

Meet, Mentor, Multiply -- M3.

MEET - Fellowship (quality time with other Christians)

Your small group meetings should not be seen as events that you attend. Your small group should provide an environment in which individuals meet, connect with one another, build relationships, form friendships, and do life together. Small groups should be enjoyed, not endured.

Friendship = quality time + shared interests. Our Free Market philosophy of small groups facilitates the development of genuine friendships. It capitalizes on who you are and where you are and, as you create space for quality time, it allows friendships to take place as you to gather with other people around shared interests. We were created by a relational God and we have relational needs for significant connections. We are created to be at our best when we live in Christ-centered, life-giving relationships.

We believe there are five aspects of meeting together. (Recall the Acts 2 Model, Acts 2:42-47)

- The Word: some engagement with Scripture
- Fellowship: growing in relational connection; quality time + shared interest
- Taking care of the needs of people within or outside the group
- Prayer/Worship
- Outreach

Now, this doesn't mean that for each meeting, each of these "boxes" must be checked off for the meeting to be fruitful. We do expect, though, that meeting together will facilitate these boxes being developed in each believer's life, as well as in their small group community.

Create an environment that **welcomes** both churched and unchurched. So many people go to church, try church out, walk in the front door, but they don't "stick". Why don't they stay?

They don't stay because they haven't found relationship; they haven't found connection with other believers and that's the thing that's so important for people. We believe that what makes the local church "sticky", what makes people who are both churched and unchurched "stick" within a local church is that they know somebody loves them and somebody cares about them. We try to fulfill that through the first M of Small Groups in Action – Meeting. People "stick" because of relationships.

Have fun! Eat good food! Enjoy fellowship! Be intentional and creative about how to incorporate the 5 aspects of small groups into your group.

MENTOR: Help grow disciples of Jesus

We are called to fulfill our part of the Great Commission. Specifically, we are called to go and **make disciples**. Disciples are people who grow closer to Jesus, become more like Jesus, as they follow Him. And small groups are ideal environments within which believers can influence one another toward becoming more like Jesus and walking in their God-given purposes. Small groups are where disciples are made.

Now, where does mentoring fit into all this?

Very simply, a **mentor is a trusted advisor**. In the context of small groups, the role of a mentor (leader) is to help each small group participant progress in their journey with Jesus and into their next levels of faith. (You don't even have to be a group leader to do that; you can start mentoring right where you are, within your *oikos*.)

If you are a small group leader, develop relationship with the people in your group. Come alongside them, get to know them, believe in them, encourage them, pray with them and for them. This forms great foundations from which you can effectively mentor them (we will discuss mentoring in greater detail in week 7).

MULTIPLY

As you know from NextStep, ‘Multiply’ is a theme that runs throughout Scripture. ‘Multiply’ is very important to God. Thus, it is very important to Manna Church.

Cultivate an Outreach Mindset.

Multiply happens when every believer uses their *oikos*, their network of relationships, to add people to the Kingdom. When each of us add, what we have together is multiplication. Multiplication happens when every “add” adds.

Multiplying disciples has its heart in outreach. We talked about this in our Operational Principles. Outreach is the heartbeat of church. It’s in our DNA. It is our culture. We don’t just do outreach, it’s who we are. We are committed to see people come to a saving knowledge of Jesus Christ and to see their lives transformed and changed, and that happens by introducing them to the Person of Jesus.

This commitment to multiplying disciples is central to the purpose of Manna Small Groups. Manna Small Groups are to be passionate and consistent about reaching the lost.

Your small group is to serve as a venue to spur on your group members to do their part in helping the lost around them come to know Jesus. There are a number of practical ways your group can cultivate this outreach mindset:

- **Pray:** Initiate prayer for the unchurched, especially those known by members of your group.
- **Invite:** Every person can invite an unchurched friend from their *oikos*.
- **Welcome:** Be ready for them to show up! Will they feel welcomed? Will they feel they belong?
- **Go:** As a group, take at least one step outside your comfort zone to reach out. Your small group should engage in at least one community outreach activity. As a group, do prayer walks, hospital visits, food giveaways, donations, servant-evangelism, and other similar activities. Get behind some of your Site's outreach initiatives.

Develop a Multiplication Mindset

Be intentional about identifying leaders within your group.

Be on the lookout for people in your group who God may be nudging to take additional steps in their leadership development. Keep an eye open for their gifts and talents and passions. Take note of the fruit produced by their lives, how they see the future, engage and develop other people, and look to improve.

When you find people like that, how are you going to engage them? How are you going to help them take some new steps in their journey as a leader?

You could simply go up to them and say something like, “Hey, I see leadership in you. Why not take some next steps in your development as a leader?” That might work. But, there is another way...

Learn to “Shoulder Tap”... Effective leaders draw and invite people into ministry.

1. **Connection** – You invite them into a conversation. Talk about them – What you see: ‘I see you doing this’ ‘I see this in you’... ‘ICNU’. Talk about the Vision – The Why (the value) of a ministry or leadership role. Talk about the opportunity – how they might fit into a ministry or leadership role.
2. **Vision** – Raise the bar. “Not everybody can do this – I’m not looking for just anyone. I am looking for just the right person.”
3. **The Ask** - Clarify the cause. Be clear about what you’re asking/encouraging them to do. Clarify the time frame for which they are committing. Caution that they should feel commissioned by God – “Is this God’s next step for you?” Call for a commitment.

GOING DEEPER

- What sorts of practical things could you do personally to cultivate a multiplication mindset in your own life?
- Have you ever been “shoulder-tapped”? If so, what was your experience?
- Have you ever “shoulder-tapped” someone before? What do you find are challenges to “shoulder-tapping”?
- Who in your *oikos* do you think might benefit from your “shoulder-tapping” them? How might you go about engaging them to take the next steps in their development as a leader?

week 7

UNDERSTANDING MENTORING

This week, we will discuss in more detail one of the 3 M's – **Mentoring**. Being a mentor – a trusted advisor or coach– is a crucial component in fulfilling Jesus' mandate to make disciples. Your understanding of mentoring and growing in your ability to effectively mentor people (individuals or groups) is crucial to your making Christ-following disciples and to growing as a leader.

Let's start with a definition of Mentoring:

“Mentoring is a relational experience in which one person empowers another by sharing God-given resources.”

(P. Stanley and J.R. Clinton, Connecting: The Mentoring Relationships You Need to Succeed in Life, 1992, p. 38)

Our God-given resources (talents, gifts, experiences) are many. And as you relate to people in your *oikos*, you can use these resources to empower others to grow in their relationship with Jesus and fulfill their God-given purposes.

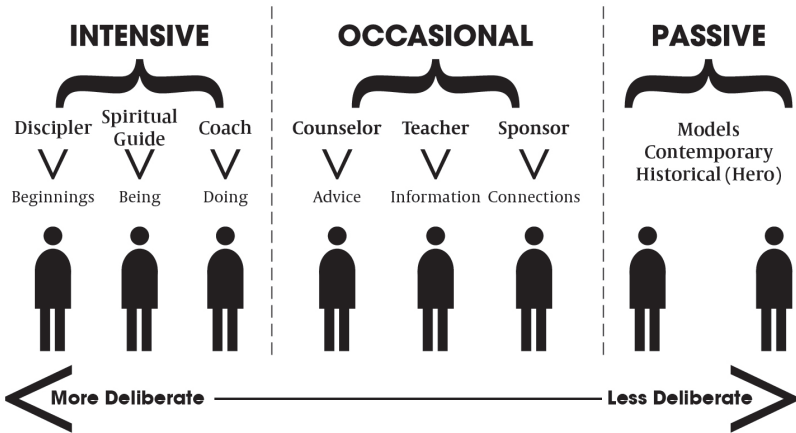
Growing in your ability to effectively mentor and develop people will make you invaluable, no matter your chosen vocation. We really believe that LeaderStep can help prepare you for leadership at any level and in any venue. LeaderStep helps equip you to take that which God has given you to empower others to become better disciples, become better people themselves. That is invaluable. People hire for that. People promote for that. People give you more influence because of that. If you develop

the ability to invest yourself in people’s lives and empower them, then success and leadership will follow.

MODELS OF MENTORING

There are many kinds of mentoring. Each of us have different strengths. Our effectiveness in mentoring will often utilize and build upon these strengths. Our effectiveness in mentoring may also depend on our growing in certain kinds of mentoring where we aren’t strong or experienced.

Here are three different categories of mentoring. Let’s explore them.



Mentoring graphs on pages 70 & 85 from: Stanley, Paul D., and J. Robert Clinton. "Understanding Mentoring." In Connecting: The Mentoring Relationships You Need to Succeed in Life. 41, 162. Colorado Springs, Colo.: NavPress, 1992.

I. INTENSIVE MENTORING calls for deliberate and specific actions by both the mentor and mentee.

The Discipler

This is a relational process whereby the person who is more experienced in the things of God and the basics of the Christian life teaches, models, and trains the person who is less experienced.

Four basic areas of concern:

- Devotions - regular times of meeting with God, prayer, worship
- Word intake - how to read, memorize, meditate upon, and study Scripture
- Relationships - the importance of fellowship and community
- Ministry - spiritual gifts, evangelism, prayer, serving others

Help people develop strong, sound Biblical habits.

As with all Intensive mentoring relationships, males mentor males and females mentor females.

Make sure you evaluate (and upgrade when necessary) your own devotional life, Word intake, relationships, roles and participation in ministry.

The Spiritual Guide

This is a relational process in which a person facilitates the spiritual development of another at critical times in their life journey. The Spiritual Guide helps shape internal motivations, develops new understanding, and promotes one toward a new level of spiritual maturity.

Focus on accountability in specific growth areas - marriage, finances, moral freedom, etc.

The aim is to develop the inner person - who is he or she trying to become?

- “Being-oriented” and focused on outcomes - becoming a godly husband, becoming content in your finances, becoming disciplined in lifestyle to achieve moral freedom, etc.
- Deals with inner motivation and inner drives, perspectives and passions, and convictions and core values.

This type of mentoring is usually issue- or need-focused.

The Coach

This is a relational process in which the mentor helps the mentee develop a new set of skills or increase the skill set he or she already possesses.

The Spiritual Guide is interested in “becoming” and is focused on outcomes and on imparting one life to another. The Coach is interested in “doing” and is focused on behaviors, in helping someone improve in or learn a skill. While the Spiritual Guide deals with inner drives and motivations, the Coach deals with skill sets.

Spiritual Guide: embrace a Biblical philosophy of handling money, become other-centered (not selfish) in marriage.

Coach: be able to create a budget, learn how to communicate with your spouse.

A person needs mentoring from a Coach when they are faced with a task that is beyond their present capacity to handle. (Key word = task.) Again, the focus is on “do”, not “be”.

II. OCCASIONAL MENTORING

These models describe mentors who provide input into the life of another at appropriate times.

The Counselor

This is a person who God uses to give timely advice, impartial perspective, or specific guidance to another person. This mentoring relationship can be as brief as a divine contact or as long as a relationship with a trusted person from whom one seeks advice over a lifetime.

The Spiritual Guide deals with “being” and the Coach with “doing”. The Counselor deals with advice.

Eight Major Empowerment Functions of a Counselor

- **Encouragement** - affirms that the person is on the right track and can succeed on the road ahead—points out what God appears to be doing in the life of the mentee.
- **Sounding Board** - provides a listening ear and offers feedback where it is requested or needed.
- **Major Evaluation** - points out errors or pitfalls in thinking, process or behavior.
- **Perspective** - offers fresh perspective on or insights into the situation at hand—relates the present micro-situation to the big picture.
- **Specific Advice** - provides input into the decision-making process and offers alternative courses of action or thought.
- **Linking** - connects the mentee with the resources necessary to meet the challenges ahead (people, information sources, finances, etc.).

- **Major Guidance** - clarifies options, relates the present circumstances to life stages and the bigger picture, and suggests possible courses of action to a mentee at a major turning point in their journey.
- **Inner Healing** - helps people overcome internal hindrances to their progress in their life journey (usually a trained counselor).

The Teacher

This model of mentor is concerned with imparting knowledge, information, and understanding on a particular subject that is necessary to help the mentee along in his/her life journey.

The Spiritual Guide deals with “being”, the Coach with “doing”, and the Counselor with advice. The Teacher deals with information.

This relationship can range from formal (as in a classroom) to very informal (Not every classroom teacher is a mentor to everyone in the class just because he/she is teaching the class.).

As opposed to the Coach who focuses on “doing” (“How do I do this?”), the Teacher focuses on imparting the information the mentee needs to take the next step or be more effective in their present life circumstances (“Where can I find out

about...?” or “What do you know about...?”).

The Sponsor

This person is a connection-maker. They link their mentee to people in an organization or network in such a way as to provide opportunities to the mentee that he/she would not otherwise have had.

The Sponsor is a person who is “in” at a level that the mentee is not (influence, reputation, organizational knowledge, recognition). The actions of the sponsor are designed to bring the mentee “in” (or at least to open the doors that lead “in”).

Not every person who is “in” has the heart or desire to bring others “in”. Nor should it be expected that every person who is “in” act as a sponsor to just anyone. The Sponsor’s mentoring is a relationship of trust, because the Sponsor’s reputation is on the line, to some extent.

Every organization needs those who serve as wise sponsors on behalf of the next generation of participants. Not only do they help the individuals they sponsor, but they help the organization develop at a faster rate.

Sponsors can and should have some type of ongoing, organic relationship with the mentee to guide them, as needed, in their journey within the organization or network—explaining unwritten rules, acquainting the mentee with

past history, guiding them around certain organizational pitfalls, interpreting policy, and providing other pertinent insights.

A Note on Managing Expectations

Learning to effectively manage expectations is crucial to effective Intensive and Occasional mentoring. Mentoring is a process. It involves learning what people want, what they really need, who you are, what you are able or willing to provide, what God's wisdom is in all this. All these need on-going clarification and adjustments as you lead and mentor people. Learning how to do this well takes an on-going dependence on God, as well as a good deal of hands-on learning experiences.

III. PASSIVE MENTORING

Passive mentors may seem more like models than mentors, because the mentee has very little (if any) personal contact with them. However, these individuals are legitimate mentors because the life of the mentee is impacted by the mentor, even at a distance.

The Contemporary Model

This is a person whose work, ministry, writings, reputation, and character have elevated him/her in the eyes of the mentee, to the point where his/her life and work help shape those of the mentee.

The Contemporary model lives out the values that you -- the mentee-- hold dear. The Contemporary model may or may not know that he/she is serving as a model to you. Even if they do, they may make no attempt at a personal relationship. In this way, the Passive model differs from all other mentoring styles. You follow them; they don't lead you.

Occasionally, a Contemporary model may feel prompted to reach out to a person they perceive as holding them in high esteem. When this happens, there is potential for a shift to a different type of mentoring relationship.

Three key functions of a Contemporary model:

1. Embody key values.
2. Serve as a role model (model parent, leader, spouse, pastor, believer, etc.)
3. Their lives serve as roadmaps for how to live out those values.

The impact of the Contemporary model is three-fold:

1. The mentee gains confidence in the veracity of their values.
2. The mentee gains hope that they too can live out these values.
3. The mentee is motivated by the example of the mentor.

The Historical Model

This is a person from Scripture or history who is deceased, yet continues to inspire the mentee through autobiographical or biographical writings, through his/her own written work, or through his/her contribution to the lives of others.

They provide the same basic functions as the Contemporary model, though deceased.

LAST POINT: When it comes to mentoring, become a life-long learner. Growing as a mentor is a life-long learning process. The kinds of mentoring discussed here are not academic truths to be memorized. They are ways of serving that we can always grow in and improve on. May LeaderStep not be the only time you think about mentoring. Let mentoring mark your life. As you grow as a mentor, you will empower people to become better people, to become more Christ-like, to fulfill their God-given purposes. As you continually improve at empowering people, success follows, leadership opportunities follow, new platforms of influence follow. All of this follows your ability to empower people to take their next steps in God.

GOING DEEPER

- Which of the three Intensive models do you most identify with? Explain.
- Which of the models would you like to become better at? Why?
- How would you go about doing that?
- Which of the three Occasional models do you most identify with? Explain.
- Which of the models would you like to become better at? Why?
- How would you go about doing that?
- Which people in your life have had the most positive impact in the development of your character, talents, and abilities to influence people? Explain.
- Which historical figures or authors have had significant impact in your life? Explain.

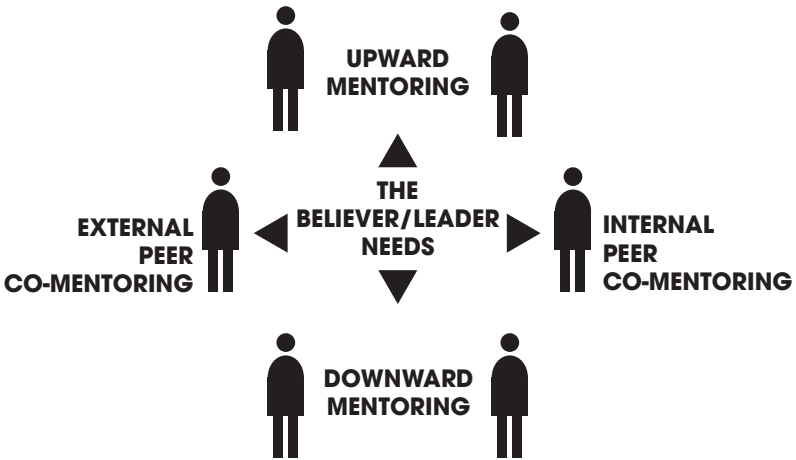
week 8

HEALTHY LEADERSHIP AND DEVELOPING A MULTIPLICATION MINDSET

This is the last week of LeaderStep. We are so appreciative of your commitment to invest in your development as a leader. We are convinced LeaderStep is a resource that not only lays foundations for your development as a leader, it is a resource that you can continually return to and draw from as you go forward.

In this last week, we will wrap things up by discussing two things: (1) Healthy Leadership and (2) Developing a Multiplication Mindset by Identifying and Multiplying Leaders.

HEALTHY LEADERSHIP: “THE CONSTELLATION”



Mentoring graphs on pages 70 & 85 from: Stanley, Paul D., and J. Robert Clinton. "Understanding Mentoring." In *Connecting: The Mentoring Relationships You Need to Succeed In Life*. 41, 162. Colorado Springs, Colo.: NavPress, 1992.

Healthy Balance - Each one of us needs to be in mentoring relationships with others.

Four Mentorship Venues

Upward - those who are “over” you, mentoring you in some way

Downward - those “under” you (those you are mentoring)

Internal - peers inside your organization (circle of regular working contacts)

External - peers outside your organization (circle of regular working contacts)

Those who have intentional relationships with people in all four quadrants have the highest potential for personal health and leadership effectiveness.

GOING DEEPER

- Who, in your life, is in each of these four quadrants of The Constellation? List them. Describe their influence in your life, as well as your influence in their lives.
- What mentors do you have in your life? What kinds of mentors are they? (review the chart) Are there kinds of mentors that you need, but don't have?

- How will you go about strengthening your life in any of these four quadrants? Are there any folks you feel you need to intentionally pursue and develop relationship with?

DEVELOP A MULTIPLICATION MINDSET

Be intentional about identifying leaders. Look for G.I.F.T.S.

G - Gifted: Look for people with strengths and talents in leadership (communicating, organizing, motivating, relating, strategizing, etc.).

I - Influential: Look for people who already have influence. When they speak, people listen; when they move, people watch and follow.

F - Fruitful: Look for people who get the job done. When they set their hand to work, they produce results.

T - Trustworthy: Look for people who have strong ethics and character. They do what they say they will do. Integrity cannot be taught overnight.

S - Servant: Look for people who are already serving, even though they might not be a “leader”. They don’t wait to be told; they initiate acts of service.

Be intentional about multiplying leaders. Embrace the I.D.E.A.S.

I - Instruct: Verbally teach them practical principles to help them understand what you want them to do.

D - Demonstrate: Model what the application of those principles should look like in real life.

E - Experience: Give them first-hand experience; let them give it a shot.

A - Assess: Provide helpful evaluation afterward and help them interpret and utilize it.

S - Shoulder Tap: “I see in you...”, “You know, you’d be good at...” Identify and encourage other people with leadership potential.

GOING DEEPER

- What are your most impactful, positive takeaways from your participation in LeaderStep?
- How would you go about developing a plan for identifying and multiplying leaders within your spheres of influence?
- How will you go about pursuing your development as a leader?

APPENDIX: IMPORTANT INFORMATION ABOUT MANNA'S "MICRO-SITES" AND "MULTI-STEP"

If you have plans to relocate due to the military or a career shift, and would like to create an expression of Manna Church where you are going, consider starting a Manna Church Micro-site.

What is a Micro-Site?

A Micro-Site is a gathering of people who are committed to glorifying God by helping to equip people to change their world. It embraces our three values and keeps our name, logo and Growth Track.

Who can lead a Micro-Site?

A Micro-Site leader must be a Manna member who has gone through our Growth Track, to include MultiStep, and fully embraces our culture. You could feel a call to full-time ministry or just be passionate about creating an "expression of Manna Church" where you live, work or play.

**You must also complete an interview with the Multiply Pastor at Manna Church.*

Where can a Micro-Site be started?

They can be started anywhere, at any time, by anyone who meets the basic requirements to lead one. *We will not open a Micro-Site within a 1-hour radius of a City-Site, unless it is reaching a market that a City-Site is not reaching.*

