



ASPEN
GROUP



Building Leaders to Launch New Congregations

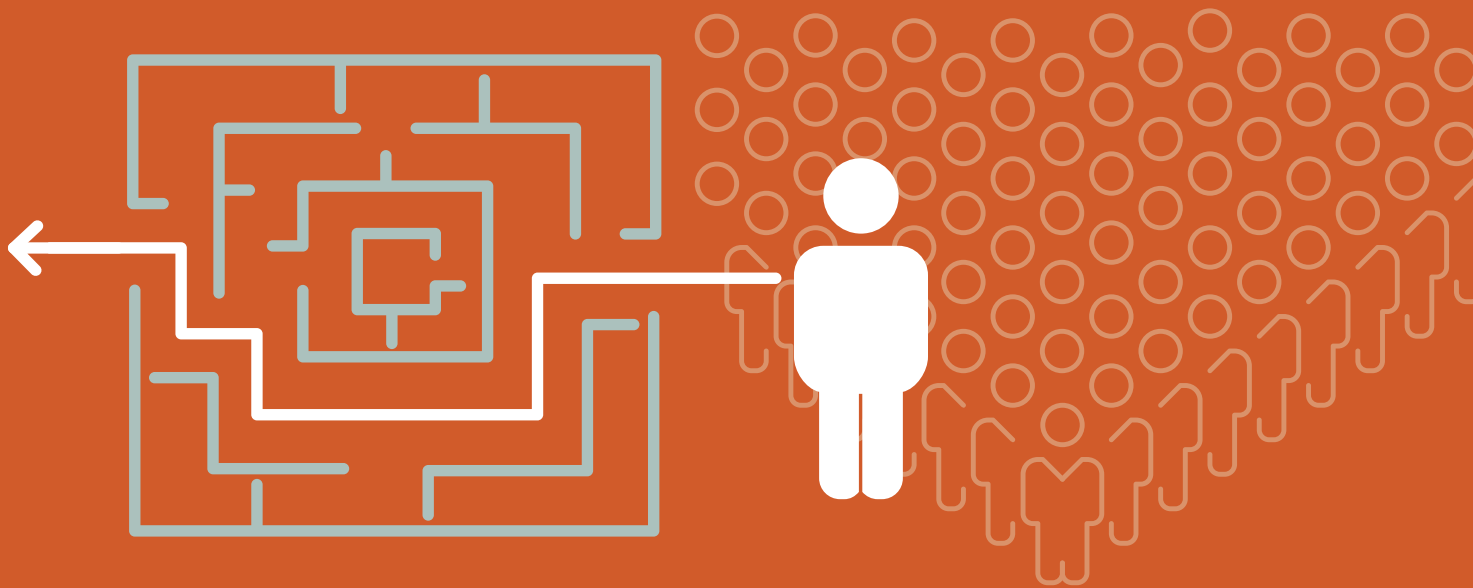
BY PATRICK O'CONNELL



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Why You Need Both a Leadership Path and a Leadership Pipeline



Is there any question that Jesus started a movement?

"Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you." (Matthew 28:19-20)

"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)

If you're dreaming about starting movements to achieve the Jesus Mission, you will need to plant sites and churches that can then plant more sites and churches. This is multiplication.

And, if you're going to plant more churches and start more campuses, then you must

be intentional about developing more leaders at all times. The right kind of leadership is critical to the success of a church or ministry. In order for leadership to be successful, you need both a leadership pipeline and a leadership path.

At **NewThing**, we're always talking about both our leadership pipeline AND our leadership path. We encourage all of our churches to have both in place. Here's the difference between the two.

The Leadership Pipeline

The pipeline is a group of leaders. If I'm a leader of this group, and I'm looking for some campus pastors and church planters in this group, I'm going to start thinking about a few people that demonstrate those skills. Then I'm going to invite these people into an intentional path of leadership development.

Your leadership pipeline includes leaders who could go out and start new churches and locations, and consists of three groups:

1. People who you can (or want to) recruit.
2. People who you are recruiting for your pipeline.
3. People you're training to start a new church or location.

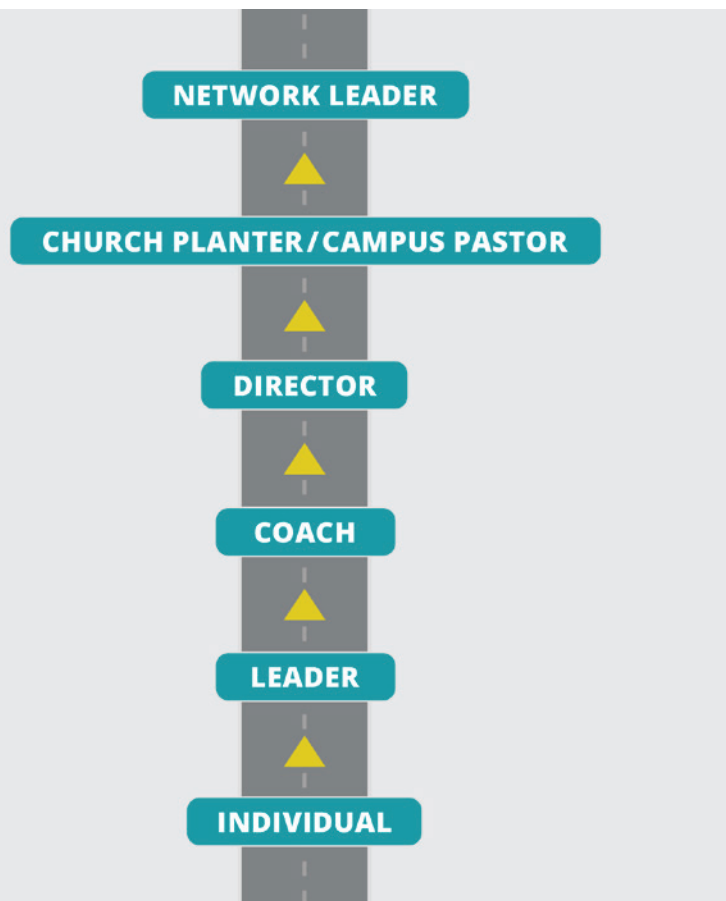
You need to be thinking about who you're filling the leadership pipeline with:

- How are people getting into the pipeline? *What's the entry point?*
- What are the expectations? *What are you asking them to do?*
- What does the journey look like? *When you starting thinking about the journey, then you're talking about the path.*

If you want to plant more churches, you need to be recruiting, developing, and sending leaders all the time. You need a pipeline of leaders. But when we invite people to be a leader and we don't give them those answers, we've set ourselves up for failure. Leaders want to know what you're expecting of them. They want to know where they are in the path, and they want to know what their next step is. That's where the leadership path comes in.

Your leadership pipeline includes leaders who could go out and start new churches and locations.

The Leadership Path



Your leadership path is the process you use to train leaders; the sequence trainees follow from start to finish. The path provides leaders a series of milestones (or steps) to grow and develop. This is the leadership journey you have created for them that helps them move from calling to launch. The path includes **development, equipping, and coaching**.

Having a clear path is essential because every leader wants to know two things:

1. Where am I in the process?
2. Where am I going?

It's best to have this process visualized. It needn't be complicated. In fact, it ought to be quite simple. But you need to know it so that your leaders will know it.

In order to groom successful leaders and encourage their work, both a leadership path and pipeline are necessary.

Benefits to the Leadership Pipeline and Leadership Path

If you still need convincing, here are some pros of each:

LEADERSHIP PIPELINES

- Helps us accomplish the Jesus mission. Without leaders, we will be unable to achieve the mission.
- Helps increase the opportunities to grow leaders from within.
- Ensures you have leaders to start new churches and locations.

LEADERSHIP PATHS

- Establishes clear expectations for everyone.
- Help leaders grow in their influence at every level.
- Helps established leaders know how to help new leaders grow.

■ Leadership Development Questions to Ask Your Team

If you want to develop leaders in your church, may I suggest you build both a leadership path and a pipeline as soon as you can. To start, here are some questions to review with your team:

- *Do we know how we're filling our pipeline?*
- *Do we have a plan?*
- *Who is in charge of the plan?*
- *Do we have a leadership path that we can show people to help them know where they are in it and where they're going? Can I sketch it out clearly?*
- *Have we answered the questions that people are going to ask us about our path? ■*

A Biblical Model for Leadership Development



New churches help new people find a way back to God. So starting new churches and new sites is a good thing. But if you want to plant more churches and sites, you need to be thinking about leadership development.

I have a variety of experiences in leadership development. I was in the army, so I saw how leadership development worked in the military. I worked in the corporate world, and I learned about leadership development there. But when I came into the church, I saw that ministry leadership was different. In order for a church to thrive and grow, I quickly realized that a church leader's most important role is to develop other leaders.

For pastors who want to launch multisites or plant new churches, your ability to expand is directly proportional to your ability to recruit and raise up new leaders. Unfortunately,

leadership development is often the missing ingredient in a church's expansion plan. Pastors must be willing to invest in raising up new pastors and ministry leaders if they want their church to grow and thrive.

Are You Ready to Grow?

To evaluate whether your church is positioned well for expansion, ask yourself these questions:

1. Is your vision for leadership development, pipelines, and pathways big enough to meet your dreams for bringing people back to God?
2. Are you actively engaged in recruiting, equipping, and releasing leaders? How well are you doing at this?
3. Are you willing to do some things differently in the way that you train new leaders? If so, what are you willing to do, and how far are you willing to go?
4. Do people understand what leadership development is when you talk about it? Do they have clarity on what you're actually talking about?

Ripping a Page from Jethro's Playbook

Let's look at **Exodus 18** as a model. Moses is doing a lot for the Israelites. He's overwhelmed. He's exasperated. He's at his wits' end. He goes to his father-in-law, Jethro (I'm paraphrasing here), and Jethro replies, "Moses, what you're doing is not good. You and these people who come to you will only wear yourselves out. Listen to me, and I will give you some advice and God will be with you. You must be the people's representative before God and bring their disputes to him, but teach them his decrees and instructions and show them the way they are to live and how they are to behave."

Jethro says, "Select capable men from all the people: men who fear God—trustworthy men who hate dishonest gain—and appoint them as officials over thousands, hundreds, fifties and tens. Have them serve as judges for the people at all times but have them bring every difficult case to you. The simple cases they can

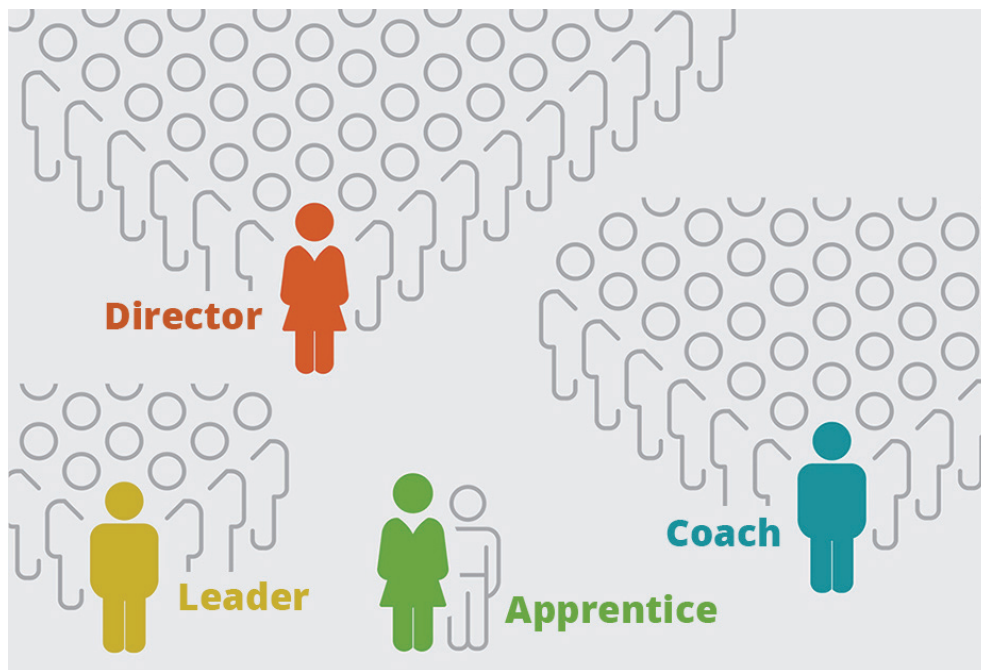
Is your vision for leadership development, pipelines and pathways big enough to meet your dreams for bringing people back to God?

decide for themselves. That will make your load lighter because they will share it with you. If you do this, and God so commands, you will be able to stand the strain, and all these people will go home satisfied.”

At **Community Christian Church**, this passage from Exodus has informed everything that we know about leadership development. We've structured our church around it. We think about leadership development as *relational spans of care*.

Creating Relational Spans of Care

Initially Moses is overwhelmed by it all. He's tasked with caring for all of these Israelites, and they're all coming to him. Hour after hour, he's presiding over them as they're bringing their disputes and their challenges before him, and basically, Jethro says, “Dude, that's insane. Not only is it going to kill you, you're not going to be able to do it,” so he recommends a change. At Community, this is how we structure our spans of care:



SPANS OF CARE

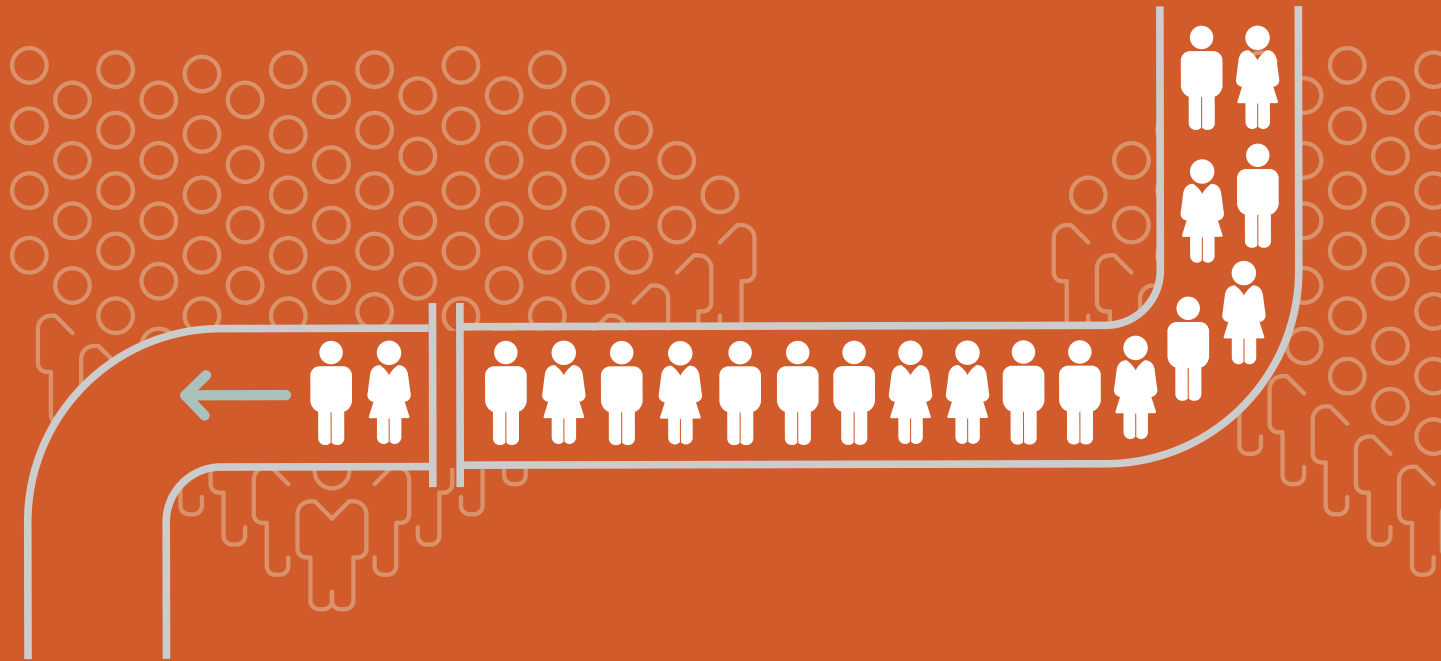
- A **Director** (staff person) is directing hundreds and thousands
- A **Coach** is overseeing 50
- A **Leader** is overseeing 10
- Every leader has an **Apprentice**.

■ Apprenticeship Is the Fundamental Unit of Leadership Development

Every leader at every level at Community has an apprentice. Unless you as a leader have an apprentice in some capacity and you are modeling this to the people in your churches or your teams, you're not going to be able to increase your leadership pipeline.

John Maxwell says, "**Leadership is influence.**" So when people ask, "What is a leader?" it's someone who has influence over another person. At the end of the day, when I invite somebody onto the leadership path, I'm asking them to have influence over others according to the model set forth in Exodus. ■

How to Fill Your Ministry Pipeline with New Leaders



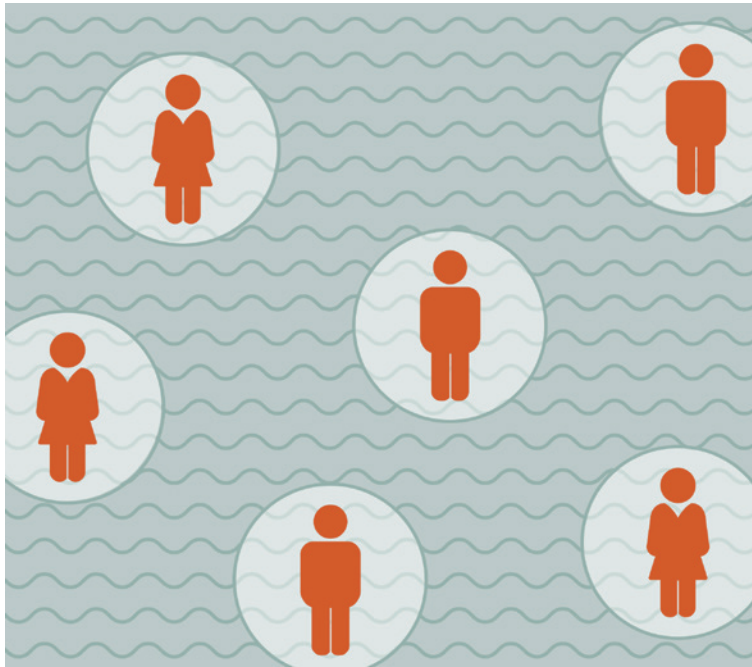
So where do you get leaders then? It's a question I'm asked all the time and one you've probably wondered about. Do they just walk in off the street? Does God deliver them to our doorstep? Am I looking for them? Do I need to be looking for them in a certain way?

What type of people do you want in your pipeline?

To find fresh leaders, there are two big ponds that you need to fish from:

1. Free Agent Pond

These are people who have been called by God to plant a church or start a location. You've identified them, and now you're actively seeking to recruit them to your cause. Free agents make an immediate impact on your organization. They come prepared with skills and talents that have already been used in a ministry context.



- Free Agents are ready-made leaders.
- They have some ministry background.
- They may have some business leadership background.
- They're called by God to plant a church or start a location.
- They will get in the game and make an immediate impact with their skills and talents.

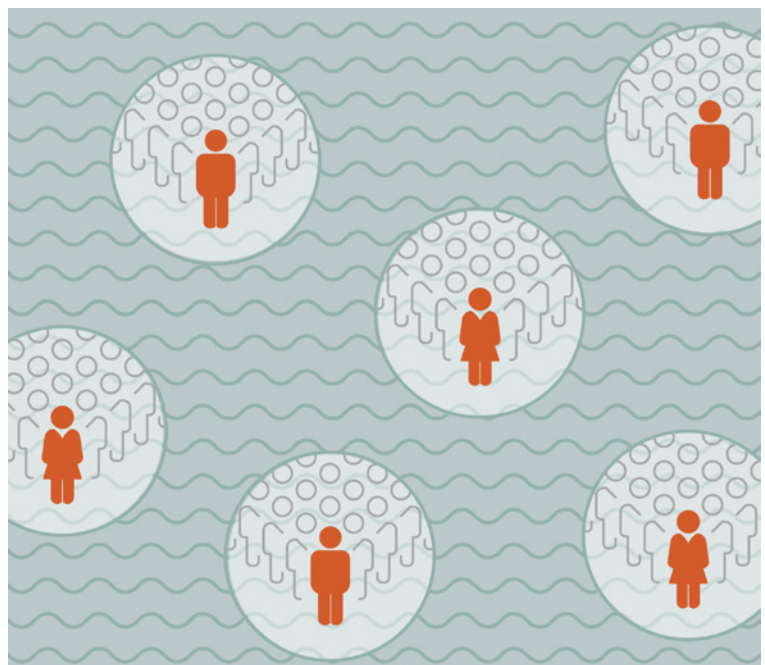
You should always be looking to identify, recruit, and get these leaders on your team (through networking, college conferences, social media, etc.)

The challenge with free agents is that there are fewer of them. And many of them are already playing on other teams. While Free Agents can help, you need a multitude of leaders in ministry, and that's where the Farm System comes in.

1. Farm System Pond

These are people in your churches, sites, and ministries who are leading and contributing as we speak, but they may not have the language nor the license to start something new. So give it to them. They need you to both affirm their gifting and provide them a path.

Perhaps this person is someone coaching other leaders. Or maybe this person consistently



demonstrates a leadership gifting. Perhaps it's someone who has started and reproduced small groups. These individuals are already leading in your context and they have your DNA. They can lead churches if you help them.

- **The Farm System is where you're raising up leaders within your teams, your churches or your networks.**
- **These are people sitting in your churches today who are leading and contributing in your context now.**
- **They have your DNA and can be your next generation campus pastors and church planters if you help them.**

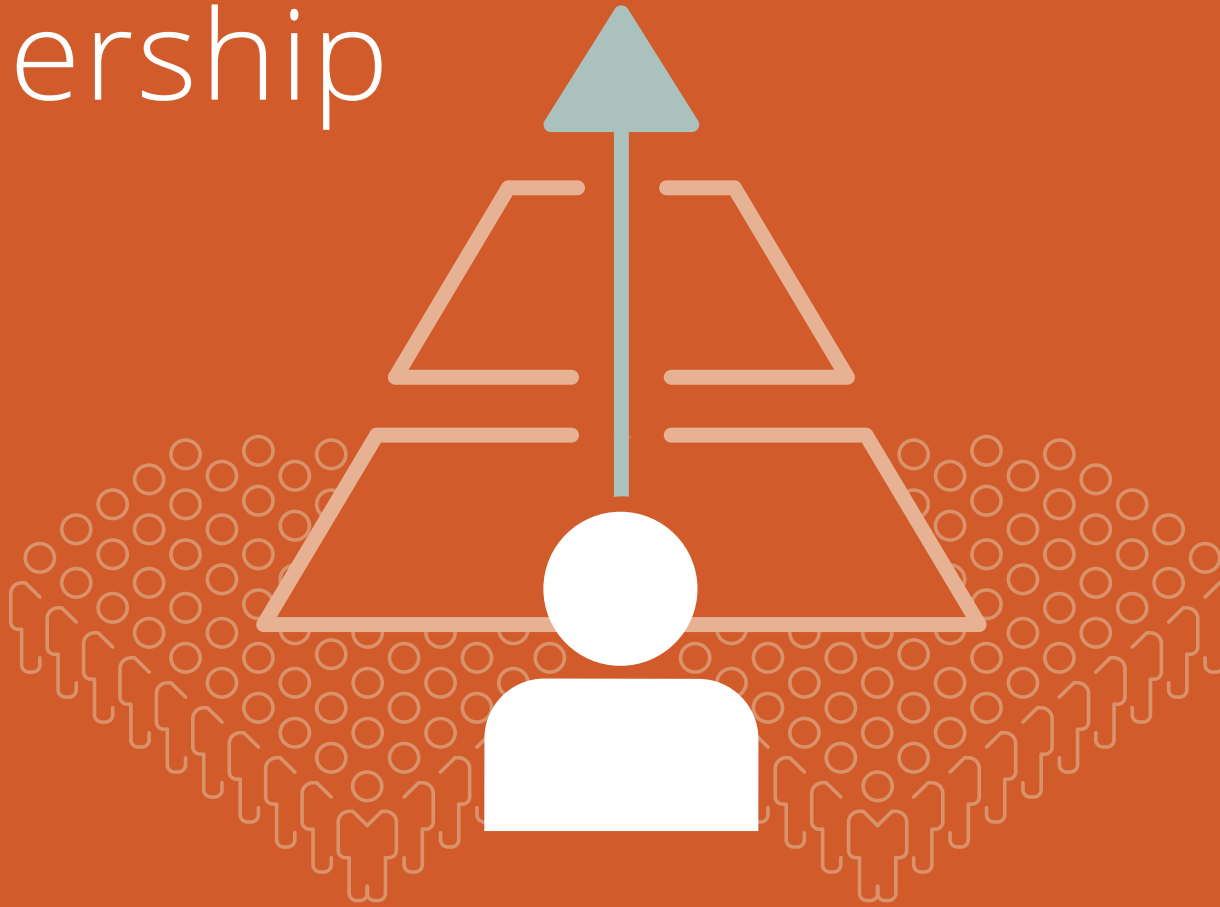
What do they need from you?

- **Language** about what it looks like to grow as a leader in the Kingdom.
- **License** to go ahead and do that.

■ What kind of language are you developing for them? Are you actually giving them license?

The challenge with the Farm System is that they take longer to develop. But if you're patient, you will produce loads of new leaders. ■

Modeling the Leadership Path



This story is an example of my own journey that I hope will help to walk you through what the leadership path looks like.

I was a guy far from God who walked into a church, when I began to hear all this language about church planting and leadership development. I was asked to be an **apprentice** very early on because somebody saw leadership potential in me. I didn't think I could ever be a leader in the church until that guy sat me down and said, "I see potential in you, Patrick. Would you be my small group apprentice?"

We negotiated that out. Six months later, I was leading that group, and he left to start another small group. We had, therefore, reproduced those groups. Two is better than one in the Kingdom.

I knew as a small group leader, my next step would be as a coach because coaches pour into the leaders. If I'm a small group coach, and I have five small group leaders leading groups of ten people each, how many people am I influencing? Fifty! Remember Moses in Exodus 18? As a coach, I knew that my leadership responsibility was to these small group leaders.

As a **coach**, my role then becomes to help these leaders. I'm having one-on-ones with them. I'm having coffee with them once a month. I'm getting together with each of them. Then I'm inviting them to a Leadership Community that we do here once a month at **Community Christian Church** where all of our leaders huddle up to celebrate our wins and our challenges. My point is that **a coach pours into the leaders as leaders pour into the apprentices.**

The next step for me was a staff role as a small group director, who, therefore, leads the coaches, who, in turn, leads the leaders, who, in turn, leads the apprentices. Are you starting to see how this works?

■ A coach pours into a leader as a leader pours into an apprentice.

■ Many of our church planters go on to become **network leaders.**

We say four to five churches are a network, so let's say I have four or five lead pastors who are all in the Chicagoland area. They're a network. As a network leader, I'm helping these lead pastors start new campuses and sites. It's relational first for us. The Spans of Care still come out of our leadership path. ■

How to Spot a Great Leader



It's oftentimes challenging to find excellent leaders, so I want to walk through how you spot a great leader, including which qualifications and traits are necessary and which are not.

When identifying leaders, it's important that they demonstrate the following three characteristics:

1. Teachability

An excellent leader is ready to learn and is always open to learning new things. You might have someone who is a high-powered leader in a corporate setting, but they're humbly expressing that they want help learning about leading in a church. That's a leader right there. Excellent leaders are teachable.

2. Spiritual Velocity

Give me somebody who has just been baptized or healed of addiction through the power of the Holy Spirit. That's spiritual velocity; it's how you are centered with Jesus. Some of us have been camped out for a really long time near Jesus, but we've been chilling. There could be some people who are really far from Jesus but who are now looking at Him, and their lives are focused on Him. Those people have spiritual velocity, and you want to identify those people.

■ An excellent leader is ready to learn and is always open to learning new things.

3. Relational Intelligence

Is the person awkward? Are they socially adept? Can they communicate in a group? Are they nervous around people all the time? There are some people who don't have relational intelligence, and that's ok. But when identifying a leader, you want to look for relational intelligence demonstrated.

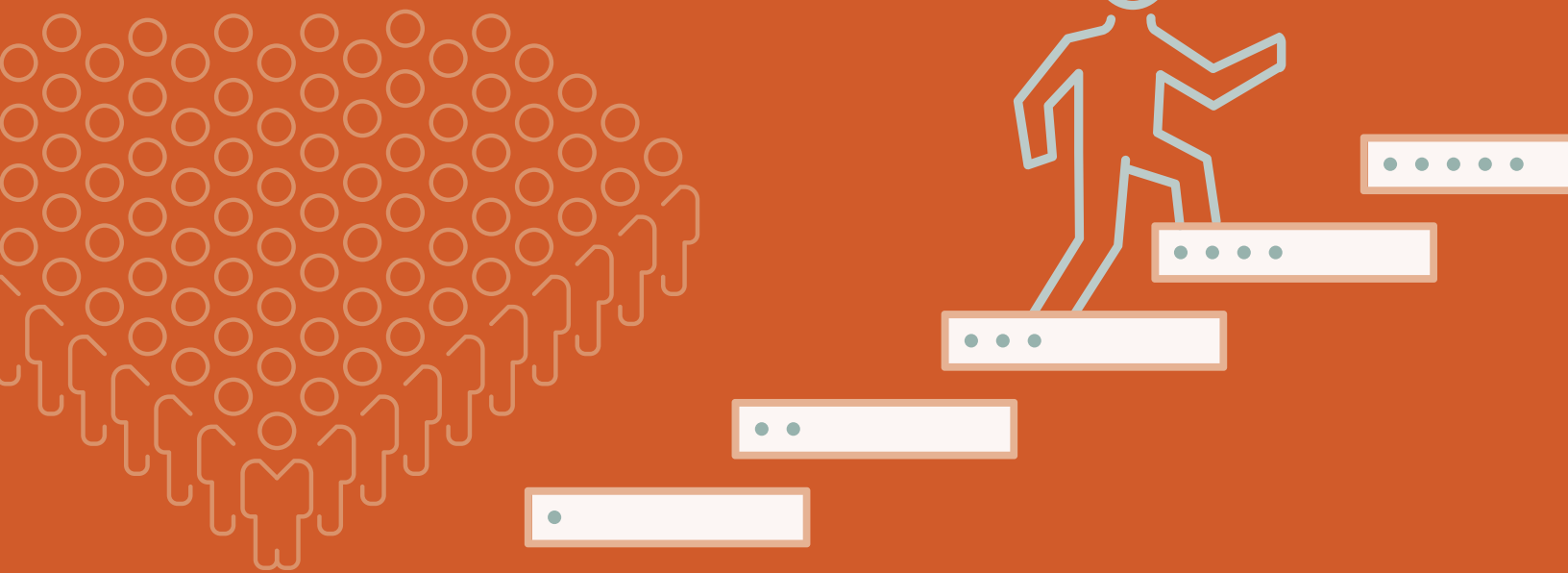
It's important when you're looking for a leader that you look for all three of these characteristics, not just one or two.

Notice what didn't make the list? I didn't include Bible knowledge, a Bible college background, or membership in a local church. I'm not saying those things are bad; they're actually really great, but the three characteristics above are the principles that I see in my own work as a leader. They were demanded of me, and consistently I see them lived out by great leaders who get it.

■ When you're searching and wondering where to find a leader,

start putting the people in your sphere of influence through these lenses and see what you come up with. You just might be surprised. ■

The 5 Steps of Leadership Development

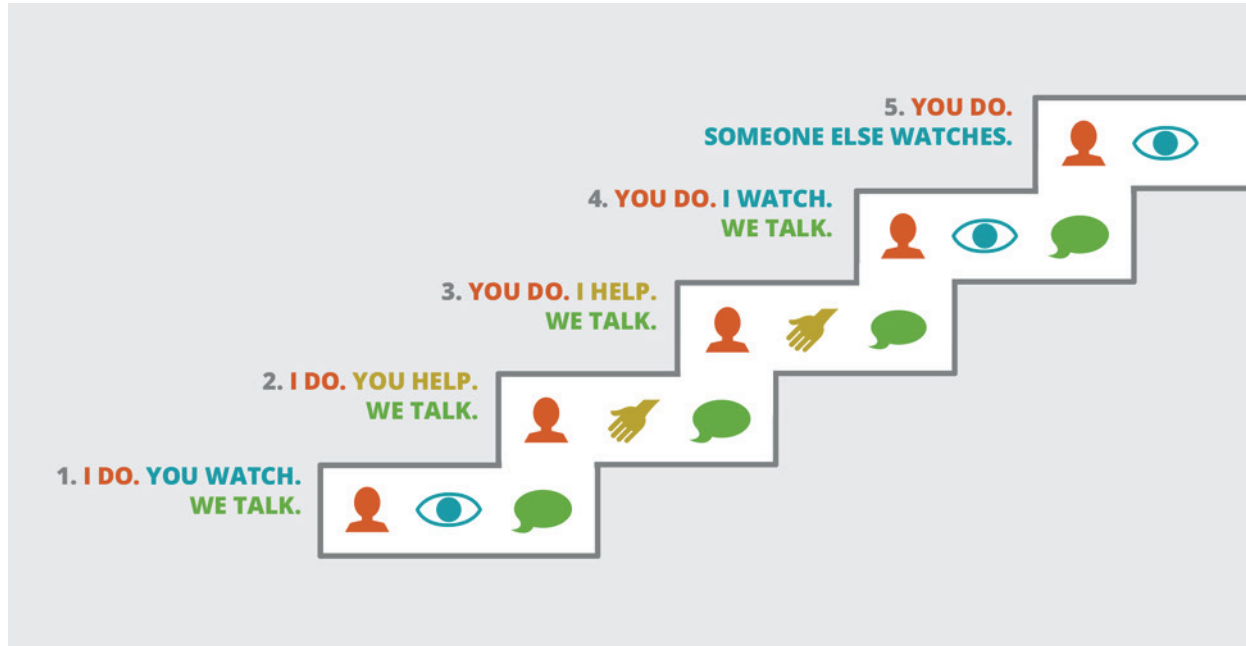


So maybe now you've taken some time to identify certain individuals that you think may possess the potential for strong leadership. Leadership development may often be perceived as vague, time-consuming, or intimidating. In reality, it doesn't have to be complicated. Using "Tony" as my fictional example, here is a proven, five-step mentorship/apprenticeship model that can be used to develop new leaders in church ministry.

The Five Steps of Leadership Development

1. **I do. You watch. We talk.**
2. **I do. You help. We talk.**
3. **You do. I help. We talk.**

4. **You do. I watch. We talk.**
5. **You do. Someone else watches.**



1. I do. You watch. We talk.

In this Leadership Development process, I act as the mentor and Tony acts as the apprentice. The first time we meet, I tell Tony to simply come to small group with me. I will lead the group, and all Tony has to do that first week is just watch me—see how I interact, what I say, what I do, how I lead the material. Then Tony and I are going to talk after that group is done. Maybe it’s a Wednesday night after the kids are in bed, and we go up to the local coffee shop for an hour.

2. I do. You help. We talk.

In the second step, I’m going to do, Tony is going to help, and we’re still going to talk. In that next small group (or maybe just a couple weeks later), Tony is going to lead the prayer time and gather the prayer requests. I’m going to make sure that Tony and I meet that week and talk about it. This is Tony’s opportunity

Leadership development may often be perceived as vague, time-consuming, or intimidating. In reality, it doesn’t have to be complicated.

to process what he's learning about leading the group, leading the material, and so on. Leaders are available to and for each other, so for whatever is on his heart or what he's challenged with, I'm available to him.

3. You do. I help. We talk.

In the third step, Tony does, I help him, and we talk. You see how it's just starting to switch on us? As time goes on, he's taking more and more of the responsibility for the group.

4. You do. I watch. We talk.

In the fourth step, Tony does everything, and I simply watch. And don't worry, I've got his back because I want Tony to succeed. Leaders invest in other people. We want other leaders to win. And we still talk afterward. *Never forget that part.* It's really important. Leaders are often made over a coffee table.

5. You do. Someone else watches.

Then in the last step, Tony does. But now, he's the mentor and he has his own apprentice, and the cycle continues on from there.

So what's the time frame for each of these five steps? It could be as little as a week or as much as a month or more. It's all about how fast the leader develops, and that process will be unique to each person.

■ The Five Steps of Leadership Development

is a simple but effective tool that doesn't overcomplicate leadership development. It is my hope that it can serve as a helpful model for you. ■

The Importance of Setting Expectations for Ministry Leaders



I can't stress enough how important it is to set expectations for leaders. Say I'm a small group leader, and I'm hearing over and over that I need to have an apprentice who I'm investing in. The expectation is that I need to reproduce my group. Say I identified Tony as my apprentice because he's demonstrated the three characteristics I'm looking for (teachability, spiritual velocity, relational intelligence).

Every leader should have a set of expectations. That's how it works in the military and in the business world, but in ministry, it gets a little fuzzy. What I mean by leadership expectations is this: if I invite Tony into an apprenticeship, I need to be very specific with him about what that apprenticeship is going to look like. Tony needs to be given expectations about what his side of the bargain is. Here is what that might look like in a conversation:

Patrick: “Tony, I see in you teachability, spiritual velocity and relational intelligence. Would you like to be my small group apprentice?”

Tony: “What does that mean?”

Patrick: “We’ll meet together for six months or so, once a week, and we’re also going to lead a small group together. Our small group starts in September and we end in December, so in December, we’ll talk about what the next leg of the journey looks like. How’s that for you, Tony?”

Make the Commitment to Invest

Just like Jesus did with his disciples, I’m going to spend time with Tony and invest in him. When you apprentice somebody, you need to be willing to spend time with them. This is not a transaction; this is a human being.

Leadership expectations are like a contract that you both have in which you agree to a mutual commitment. At my church, we actually have a document that we give all new leaders, and we ask them to sign it. It’s not a formal membership or anything: just a commitment of ‘this is what it’s going to look like for us.’

Leaders want to know what is expected of them. I’ve seen it over and over again where a leader isn’t told their expectations. They get really bored and confused trying to figure it out, and eventually they walk away.

Action vs. Information

Apprenticeship can be like a form of discipleship, but for me, apprenticeship implies actually doing something. Discipleship is great, I’m not going to argue that. But for a lot of us in the American church, it’s become a lot about head knowledge. It’s not about doing. If I’m going to apprentice Tony, it automatically implies that he’s going to do what I’m apprenticing him to do. We’re after action, not just more information.

We get this reproducing principle right out of **2 Timothy 2:2**: “And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others.” Looking at Paul’s example to Timothy, you notice there is some

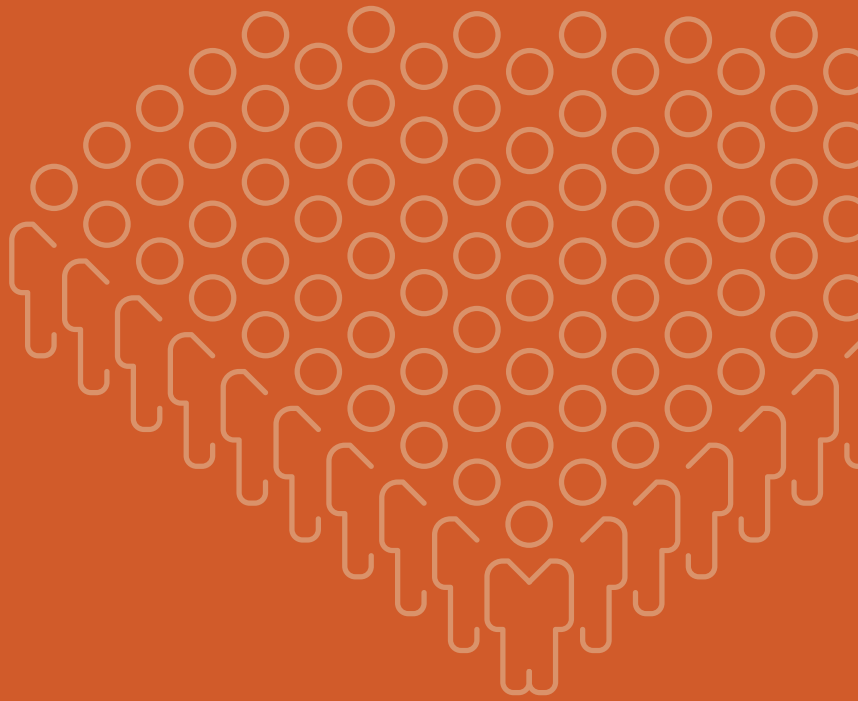
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kind of generational planting going on with the seed of leadership, and it goes back to the Spans of Care schematic, starting with an apprentice.

Once I apprentice Tony, he's going to lead a small group. The ultimate goal for Tony in season 1 of his leadership development is to start a new small group. Whether I leave the group and start a new group or he leaves the group and starts a new one, it doesn't matter; we'll figure out what that looks like. It's all about when he thinks he's ready to reproduce and when I think he's ready to reproduce. And because we spend a lot of time with each other, we'll know.

■ Remember, investing in people through leadership development should always be highly relational. ■

6 Coaching Questions to Develop New Leaders



When I shared The Five Steps of Leadership Development, you may remember that steps one through four ended with “We talk.” People always ask, “What do we talk about? Let’s walk through six simple questions to go through in a coaching relationship. I’ll use Tony as my apprentice example.

COACHING QUESTIONS

1. How are you doing?
2. What are you celebrating?
3. What are your challenges?
4. What are you doing about it?
5. How can I help?
6. How can I pray for you?

1. How are you doing?

The first thing I ask Tony is, "Man, how are you doing? How is your marriage? How is your wife? How is your career? What are the things you're dealing with? What are the challenges that you're facing?" I just want to give him an opportunity to talk and express himself as well as give him the opportunity to express how God is blessing his life.

2. What are you celebrating?

Maybe work stinks. Maybe Tony's marriage is struggling, but what can he celebrate? There's got to be one thing. I'm trying to help that leader hang on to that piece of it. Of course, not everybody is in those dire straits, but if they are, eventually everybody can point to something they're celebrating.

3. What are your challenges?

More often than not, this could be ministry-specific. Tony and I have to be really good friends, and he would have to really trust me to share some stuff about what he's dealing with, but in the meantime, maybe he says, "Patrick, I don't know if I've got what it takes to be a small group leader. You keep saying that you see this in me, but I just don't see this in myself. Why do you say that? Let's talk about that. Let's work on that together." It's an honor for him to share his personal feelings with me and for me to be there for him.

4. What are you doing about it?

I don't want to try to fix anything for Tony, and that's why I ask, "What are you going to do about it?" As an example, a really scary thing for a lot of new leaders is they don't want to pray aloud in these groups. I always find that interesting. So Tony says, "I really don't like to pray aloud." I ask, "What are you going to do about it?" and he might say, "Maybe I should pray more, so I get more comfortable with praying."

5. How can I help?

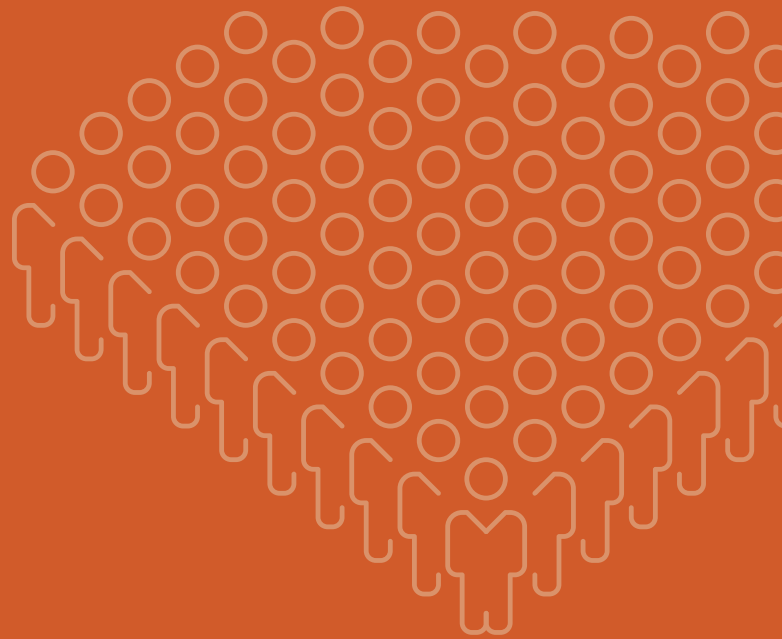
My response is, "Sounds good to me. Let's do it. How can I help you hold yourself accountable to that?" Again, these aren't complicated things, but they're intentional because at the end of the day, I want to see Tony thrive. I want to see Tony become an agent of peace in the Kingdom. I want to release Tony to become all the potential that God's built into him. I always offer to help in any way I can.

Give your apprentice the opportunity to express how God is blessing his or her life.

6. How can I pray for you?

Lastly, I'm always asking my apprentices, "How can I pray for you? What can I be doing?" If you simply ask these six coaching questions, typically it's an hour-long conversation that goes really fast, especially if you like each other and you've got some chemistry. I've found this to be a simple but very effective tool in leadership development. ■

How to Empower Leaders at Church



Strong leadership in your church is desirable. You want leaders. But how do you actually empower these leaders at your church? Whether you are grooming new leaders or looking to vitalize current ones, here is a simple tool that looks at how to empower the leaders in your church or at your sites to actually go out and do the things you're looking for them to do.

Keep it utterly simple. Why? **Because simple is transferable, and if it's transferable, it's reproducible.** Read through the life of Jesus as he develops leaders and see if you don't come up with some of the same things.

At Community Christian Church, we want all of our people to see themselves as missionaries. Everyone is a missionary, everywhere. Whatever their context—the cul-de-sac, the neighborhood, the sports team they coach—it doesn't matter. They are a missionary. We've developed simple practices that help people walk through missional activities, and the same steps can be used for empowering leaders.



B.L.E.S.S.

B – Begin with prayer: *We will pray for the people or place to which we are sent.*

Say you want to meet and reach people in your neighborhood or start a relationship with said leader. Start by praying for your leaders. Always begin with prayer.

L – Listen: *We will listen to the people or place to which we are sent.*

How about inviting said person/leader over to your house for a barbeque to just listen to their stories? Just listen to them and try to understand where the person is coming from. Start building a relationship.

E – Eat: *We will share meals with those to whom we are sent.*

When you sit down and have a meal with people, you get to learn about each other really quick, right? So many memorable moments and conversations happen at the table. Having a meal is simple, but very impactful if you’re looking to empower your leaders.

S – Serve: *We will respond to the needs we discover among those to whom we are sent.*

When you have listened to people and when you have eaten with them, you'll have a really clear understanding of their needs and how you can serve or lead them. Look for opportunities to serve your leaders in whatever capacity they have identified to you. Maybe a ministry leader reveals that his wife is overwhelmed by all the kids’ activities. Serve the family by volunteering to drive the kids to practice.

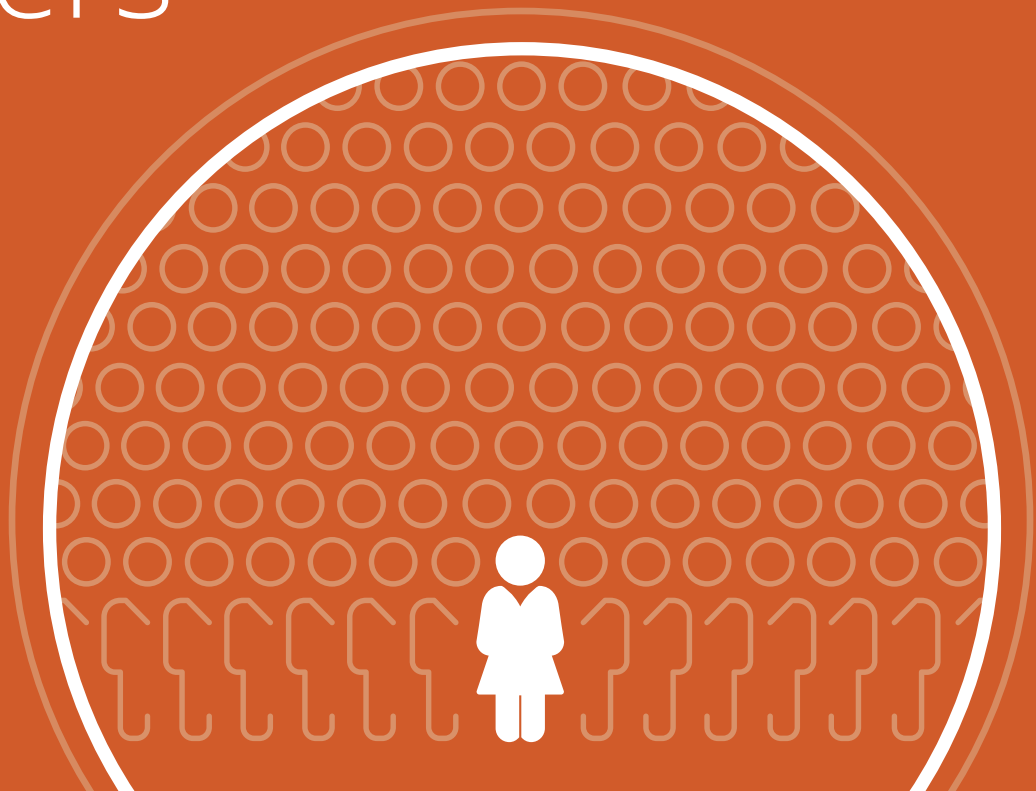
S – Story: We will share the story of Jesus and what He is doing in our lives with those to whom we are sent.

Last, and only then, do you share your story. Don't share your story before you've listened because you need to earn this right.

So how do we empower leaders? Leaders are developed and empowered when they are on the receiving end of these B.L.E.S.S. practices. These practices don't have to only be used in missional work. Pray for, listen to, eat with, and serve the people that are current leaders or that are being groomed into leadership. When they are being prayed for, when they feel valued and affirmed, when their own needs are being met, and when they are given space to talk, empowered leaders are easy to come by. They will be ready to step up—they will want to step up—to meet the community's need for leadership. ■

Leaders are developed and empowered when they are on the receiving end of these B.L.E.S.S. practices.

A Track for Training Leaders



I've shared a lot about the leadership path and the simple tools that we give leaders to help them through the path (The 5 Steps of Leadership Development, 6 Coaching Questions and B.L.E.S.S.). Let's look at a real-life model of what we've done at Community Christian Church to increase our leadership pipeline and continue the path of leadership development.

I wanted to figure out how to get more leaders in the pipeline. I've talked about our apprentice leader and coaching model, but at the end of the day, I'm a church planter. I want to plant churches, and I want to start new sites. I want to start new things for the Kingdom.

In conjunction with some of our global partners, we've developed a multi-prong approach: one of **Community Christian Church's** most valuable resources. We call it The Leadership Training Center.

Leadership Training Center

Track 1 is all about how to lead yourself, believing that a firm spiritual

foundation is the best place to start a new leader. The only people that I'm inviting to Track 1 are solid coaches. Remember back to my Spans of Care model where it went Apprentice, then Leader, then Coach, then Director. I want to see that they have some leadership potential. I want to see that they have a proven track record because I'm going to invest a lot of time and energy to help them start a campus or a church ultimately.



You may be wondering, **"How do I start more campuses and churches?"** What do I need to do to develop leaders to do it?"

With the Spans of Care model, I've got guys like Tony, my small group apprentice, who became a small group leader and then a small group coach.

Tony says to me, "I think God might be calling me to be a campus pastor. What do you think?" I'd say, "I don't know, Tony. What do you think?" I've had this conversation, and Tony says, "I'll go through The Leadership Training Center to see if that's a reality." And for six months, he learns to lead himself.



This is all outcome-based, so if he gets through Track 1, then it's onto **Track 2** where it's about learning to lead a team. Then in **Track 3**, it's about learning to lead a church.



We make no promises to anyone. We invite them on a simple journey, but this is our way of increasing the leadership pipeline. Because when I go around the world and meet with churches, they say, "Yeah, of course we want to start new campuses and new sites." Then they inevitably come back to the same question: Where do we get the leaders?

Inevitably they come back to what we call a "leadership residency." One of our values is that every one of our churches needs to have one leadership resident per year. It's the apprenticeship model again, and our leadership resident is a church planter in training. If you're a lead pastor and you really want to start new campuses and

new churches, but you're not willing to apprentice the next generation of leaders to do that, then there is a huge disconnect.

This is one of the ways that we're trying to solve that disconnect. This is not prescriptive, and we don't have it all figured out. But over time, I've learned through the leadership development process and from other leaders how to structure some of these sequences so that they fit together. Keep in mind that even if somebody goes through this six-month track and they never go on to plant a new church, the Kingdom still benefits, and you've done a really fabulous thing for them by investing in their leadership development.

Again, this is another simple tool for leadership development, and perhaps you think of incorporating something like this into your own church or ministry. We have seen much fruit come of it. I hope I've helped you think about some of the structures that either you have in place or don't.

■ I'm confident you are thinking about steps forward to take in your own journey of leadership development and that God will lead those steps. ■

About the Author:

Patrick O’Connell is passionate about helping people start new things for the Kingdom. A man who didn’t grow up in church, he dabbled in atheism and was a committed agnostic for many years. He eventually found his way back to God. Patrick helped plant a network of churches in Kansas City, and it was there that he began coaching and training church planters. He wants to leverage his knowledge, experiences and understanding of church planting and Kingdom to help people find and follow Jesus. Today he does this as Director of **NewThing**, a catalyst for movements of reproducing churches. Patrick has served in the U.S. Army, graduated from the University of Illinois at Chicago, and received a Master in Missional Church Movements from Wheaton College. He’s married to Nancy, and they have three kids. He likes to run, read, and hang out with friends and family.



A promotional banner for Aspen Group and NewThing. The background is a photograph of a diverse group of people in a meeting room, with a woman standing and presenting to a seated group. The banner has a blue overlay on the left side containing text and logos. At the top left of the blue area is the Aspen Group logo and the text "ASPEN GROUP | newthing". Below that, in large white letters, is "TIPS, TOOLS, AND TRAINING FOR CHURCH PLANTERS". At the bottom left of the blue area, it says "DOWNLOAD FREE RESOURCE" and provides the URL "aspengroup.com/resources". In the center of the blue area, there is a grey box titled "Featuring:" with three names: Dave Ferguson, Ed Stetzer, and Patrick O’Connell, each preceded by a small white square icon. At the bottom right of the blue area, there is a white wrench icon and the text "NEW THING TOOLBOX".



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