



# Leadership Accountability

CHEAT SHEETS





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Something to think about by Bill Easum, founder of The Effective Church Group

# Spiritual Development



Let's be clear ... if your leaders aren't faithful, practicing, disciples of Jesus Christ, not much is going to go right in the church. A great business person in a church leadership position might make fiscally responsible decisions, but if their spirit gauge is stuck on Empty, a good decision will miss the mark of Best Decision.

Take a read through Acts 6:1–7. There you'll see that the food pantry had a management problem and the congregation turned to the Apostles to fix it. Their "fix" wasn't to have the church find the best trained food or warehouse managers, but to raise up seven who had demonstrable spiritual practices and spiritual wisdom. In other words, they had a wide reputation for having an abiding and deep spirituality.

But too many churches rely on business skills or membership longevity to fill leadership positions, or else they default to anyone with a pulse who will agree to serve. Sometimes it's because there simply aren't enough spiritually wise people available to serve.

In this section, I'll share with you a couple ways to help your members – and potential leaders– become spiritual giants. It's not an overnight fix, but if you'll put these into practice, you'll harvest a good crop of faithful and effective disciples of Jesus.

# 5

# KEY QUESTIONS

## Question 1

*What have you read is scripture this week that intrigued you?*

(or troubled, excited, confused, etc.)

1

## Question 2

*What have you heard from the Lord during your listening prayers this week, and what are you going to do about it?*

2

## Question 3

*Who have you encouraged in the faith this week?*

(encourage: helping believers take the next step in faith – not an "atta-boy" or an "atta-girl.")

3

## Question 4

*Whose life is different because of the service you offered in Jesus' name this week?*

(the key is communicating that the good work was done as a practice of your Christian faith – no anonymous good works count)

4

## Question 5

*With whom have you shared your faith verbally this week?*

(or With whom have you shared your personal experience with Jesus Christ this week? – not your experience with the church)

5

Build a spiritual foundation with these five discipleship accountability questions

# Informal Accountability

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*So Amy, what did you read in the Bible this week that excited you?*



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**Drop one of the questions in the midst of a conversation**

# Formal Accountability

OF YOUR TEAMS



## Get Existing Leaders On Board

To disciple your existing leaders, add a new Agenda Item to the TOP of your meeting agendas. Call it something like Spiritual Formation or Disciple Making. I recommend putting this at the very top of the agenda ... even before prayer – I think it's that important.

To practice this, ask each person *by name*, "Allen, what have you read in scripture this week that intrigued you?"

Then wait for an answer. RULE: NO SHAMING someone who hasn't read. Instead, simply say something like, "We all get too busy sometimes," which is true. Then turn to the next person, "Mary, what did you read in scripture this week that intrigued you?" RULE #2: If you/they are a Bible study leader, the pastor, etc., you may NOT cite scripture you read as part of your preparation. The point is to ask what's being read devotionally.

Ask the same Key Question at least three meetings in a row (whether you're meeting weekly or monthly), then ask a different question for the next three to six months.

Results: Within 3 months, everyone will be reading some scripture. Or listening to God's voice. Or encouraging one-another. And so on.

Change your leader's spiritual practices, and you'll change your leader's lives. Transform their lives and you'll transform your church.

# The Mentor

## Growing Spiritual Giants



Mentoring is a hot topic these days, but let's be honest ... it's not something new. Parents have been mentoring their children since the beginning of time. Moses mentored Joshua. Elijah mentored Elisha. Paul mentored Timothy. And Jesus took Peter, James, and John under his wing.

At its most basic, mentoring is pouring yourself into someone else's life. Sure, part of that is teaching them "stuff," but the most important mentoring you can give is to help implant your spiritual values into another.

I get the question all the time – "What curriculum do you use?" My response, one I learned from my mentor, is "YOU are the curriculum." Show them how you read scripture. How you encourage others. How you share your faith with those who are pre-Christian. Then encourage them to do the same. Watch them. Debrief. Correct or enhance. Repeat.

That doesn't mean you can't use a curriculum to study, but the curriculum is only the excuse for meeting. Teach the head, but train the heart. It's the intentional modeling and training of your spiritual practices and your spiritual values that will make the biggest difference.

# Passion

## Positions



One of the most problematic issues with church leaders is that they are often overwhelmed by all the things they have to do to keep the church running. And I'm not talking about the pastor. I'm talking about Alice Smith who is the Stewardship Chair (and is thus on both the board and the executive committee), teaches the middle school Sunday School Class, sings in the choir, serves on the Bereavement Team, and brings treats once a month to the hospitality team. Guess what ... she's *exhausted* by all the church work and isn't able to give 100 percent to ANY of those positions. She's really doing her best, but her best is a shade of mediocrity. It's no wonder she skips almost half of the scheduled board and executive meetings and only occasionally makes it to choir practice. And who can blame her?

When every leader in your church is tired and overwhelmed, you shouldn't be surprised that the word *excellence* isn't included as a core value. Only singleminded people truly produce excellence day in and day out.

In this section, I'll share with you how to create a congregation that not only embraces excellence, but how you can hold your leaders accountable and ensuring they deliver it.

# MIND MAP

## Why Job Descriptions



"Thanks for agreeing to lead the Outreach Team. Here are the minutes for the past two years and a copy of our bylaws. Oh, and here's the roster for your team members. Be sure to call me if you have any questions."

Of course you won't get any questions, because in our culture to admit you don't have answers is to admit failure.

Sound familiar? It's how most churches treat new leaders. "Don't worry, you'll catch on." But they don't. That's why EVERY position in your church needs a job description. And not just a job description, but a *missional job description*.

# Missional Job Descriptions



## Define the Position's Mission

The mission of the Stewardship Chair is to ensure there is adequate funding for the mission and the ministries of the church.

## Set the Expectations

- The Stewardship Chair will provide oversight to the finance team and the church staff in all matters of fund raising.
- The Chair will work with the Lead Pastor in developing inspiring stewardship messaging that can be implemented weekly during the Moment for Missions prior to the weekly offering.
- The Chair will develop a team to implement the ministries and programs of the Stewardship Committee.



## Create the Rubrics

- The Stewardship Team will operate within its budget.
- The Chair will model faithful stewardship practices.
- The Chair will attend and give a report to all Board and Executive meetings.

These are examples of the three key sections of a Missional Job Description and the points are not exhaustive. A staff example is provided on the next page, but every position should have a job description – from Board Chair to Sunday School Teacher.

NOTE: The position's Vision Statement should be created annually by the person holding the position in consultation with their direct supervisor.



# Missional Job Description

Children's Director

## Mission:

- The mission of First Church's Children's Ministry is to introduce children to the Christian faith and to help them become faithful disciples of Jesus Christ.
- The mission of the Children's Director is to implement and extend the Children's Ministry mission and vision beyond the walls of the church and into the community.

## Expectations:

1. Maintain an authentic and growing walk with Jesus Christ.
2. Spend time developing relationships with lost people so as to be personally effective in pursuing the Great Commission and helping the church do the same.
3. Recruit, equip, empower, mentor, and coach those who lead the children's ministries.
4. Attend staff meetings and one-on-one coaching meetings as scheduled.
5. Direct all weekly children's activities necessary to develop faithful disciples.
6. Introduce the children's ministry team to effective children's discipleship training provided by other ministries, books, and conferences.
7. Plan major seasonal and/or outreach events two to four times per year.
8. Oversee the children's ministry budget, organization, and volunteers.
9. In coordination with the Discipleship Director, set annual goals for the children's ministry that are in keeping with our vision and then evaluate how those goals were attained or modified during the year.

## Rubrics:

- The Children's Director must be an active disciple of Jesus Christ who models the faith in his/her life.
- The Children's Director must embrace, support, and model the First Church's mission, vision, values, and core culture.
- The Children's Director must be an energetic visionary who is creative in leading children to Jesus Christ through programming that is age appropriate, culturally sensitive, and technologically relevant to both the community's church and unchurched children.
- The Children's Director must work within the scope of the children's ministry budget.

# Passion Finder

## HELPING MEMBERS FIND THEIR PASSION

Someone who serves within their passion rarely burns out.\* Helping potential leaders find their God-given passions and then getting them to serve within their passions is critical for developing leaders who reflect excellence. If your church uses a Spiritual Gifts Inventory, add these questions to the inventory. If not, they can be used as stand alones in your membership class or in other settings.

Once the questions are answered, look for common themes and indicators that suggest the person's primary passion. Then help them match their passion with a position in ministry, either in the church or in the world at large.

### 1. List your five most pleasurable achievements.

### 2. List the skills which are difficult for you, but which others feel you do easily:

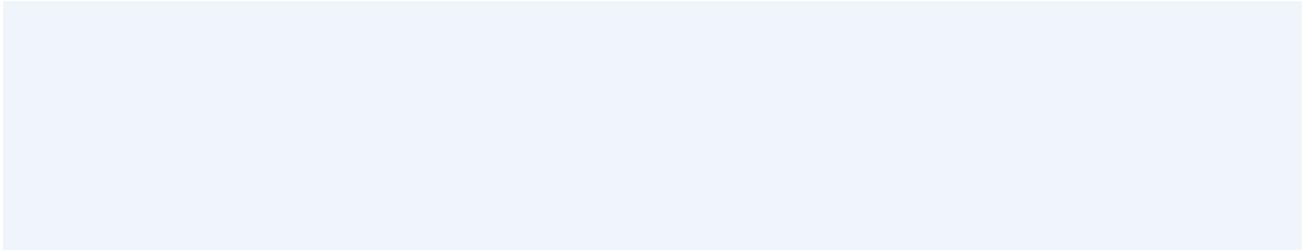
### 3. List the skills you do effortlessly and which look effortless to others:

Adapted from the Personal Ministry Assessment by Dr. Kris Tenny-Brittian

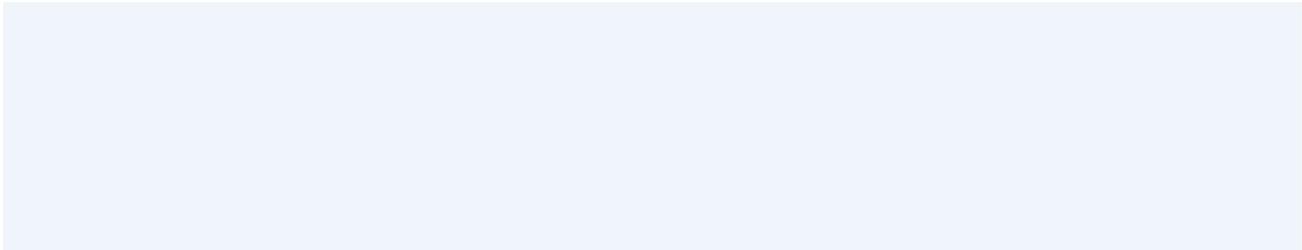
4. List the skills which are so natural to you that you seldom think about them as you work:



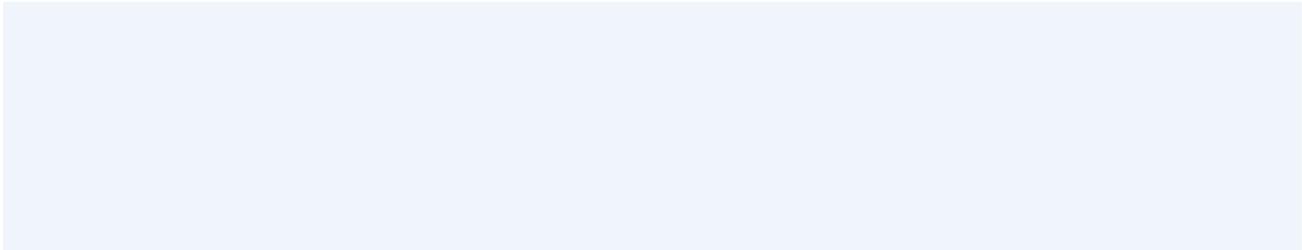
5. What do you do in your spare time which carries no obligation to do it?



7. When you consider all the tasks and positions you've ever held in the church, which ones do you feel were your best?



8. If you could do one thing with your life without consideration of the cost or time commitment, what would it be?



# 1 PPP Policy



One Person  
One Passion  
One Position

Although the Pareto Principle is considered axiomatic in business, it is in fact a secular observation and doesn't take into consideration that the capital "C" Church is the Body of Christ. As Paul points out, every one of us who a part of the body has a place and a responsibility based on our call and gift. The problem with most local churches that reflect the Pareto Principle, however, is that they deprecate callings and giftings in order to emphasize jobs and positions. Of course, this is contrary to what the New Testament teaches, but seems "normal" and "right" because it fits into the business and institutional world view. Therefore, it is essential that every leader of the congregation embraces the One Person, One Passion, One Position Policy.

The One Person, One Passion, One Position Policy reminds the congregation that each person has a place in the Body of Christ. Implanted by the Holy Spirit, each member of the Body has a particular passion that, when discovered, can be loosed and nurtured and equipped for the common good of the church (1 Corinthians 12). Problems arise when a local congregation mandates and codifies jobs and positions that seem necessary for a congregation to be a bonafide Church. When a congregation implements the One Person, One Passion, One Position imperative, it is true that some existing ministries may indeed have to be cancelled. However, consider this: does a congregation really want to host a ministry that is led by someone who has little or no passion (and thus, no calling) for that work?

When a person pursues their passion in ministry, they are like those in Isaiah whose strength is renewed, who mount up with the wings of eagles; who run and do not become weary; who walk and do not grow faint (40:31). Indeed, when a person is working within their passion and calling, it is unthinkable for them to even consider quitting. However, when a congregation's leadership considers implementing this imperative, there are always concerns that mission-critical ministries may have to be cancelled, or worse, that existing staff will have to pick up the slack. However, if a ministry is truly mission critical, as opposed to a long-time favored program, God will raise up a called and passionate leader for that ministry. Indeed, that leader may currently be a participant in

that ministry – but without the opportunity to invest in their passion because the “position” is already filled. This is truly a step of faith, but let us not forget that is exactly what the church is, has, and always be called to do.

Here are the rubrics for implementing One Person, One Passion, One Position:

- No one may lead or serve as a team member in more than one ministry. The only exception to this rubric is that a team leader may also serve on the Session as a representative of that ministry.
- Team leaders and team members should serve only where their passions are. To help individuals discover their passion, the Discipleship Fractal leader (see Recommendation 3) should ensure all existing leaders are afforded an opportunity to take the Personal Ministry Assessment, or another gift and passion inventory. Ultimately, every person in the congregation should have the opportunity to participate in a passion’s inventory.
- A leader may participate in other ministries, but they cannot serve in any decision-making role. In other words, a team leader or a team member may also sing in the choir if this is a joyful commitment. However, they may not serve as a representative of the choir on the Worship Planning Team.
- Anyone who currently serves on two teams must choose which team they will continue to serve based on their passion, not on the needs of either team. The Session should help those who are unable or unwilling to make a choice by choosing for them.

Once this has been implemented, the final programmatic pruning should already have occurred. The congregation’s leadership must withdraw support from every ministry program that does not have a gifted, called, passionate leader committed solely to that ministry.

When these four steps have been completed, the church should have pared down its ministry programming to a those that accurately reflects the actual size, resources, and capabilities of the congregation as it is – not as it wishes it were.

One last, important note. Whenever someone in the congregation approaches a member of the leadership team to complain that a favorite program has been cancelled, the “party line” response should be one of these four, depending on the reason for the cancellation.

1. “That program was outside of the congregation’s mission. Though it was a really good program, we simply could not continue it and be faithful to the mission God has called us to.”

2. “Although that seemed like a really good program, it wasn’t producing the fruit of discipleship our congregation’s mission expected from it.”

3. “The ministry simply didn’t have a called, gifted, and passionate leader who was willing to invest in it and so we had to cancel it.” [Note: depending on who is registering their concern, it may be profitable to add: “Is this a ministry you feel called and passionate to lead?”]

# Leadership

3

## Covenants



Have you ever noticed that some church members don't seem to understand how a Christian is "supposed" to behave? They seem to have missed the teaching on loving one another and on being kind to everyone. That said, perhaps it's not so surprising that the top objection against getting involved in a church is, "The church is full of hypocrites." And though that may seem like an unfair accusation, if we're honest we have to admit we've seen that kind of behavior in our own church (and probably in our own lives!).

To be fair, every church has conflict. You like strawberry ice cream, I like Chunky Monkey. But we can only buy one carton. Boom! Conflict. Now, most of us would quickly come to some mutually acceptable solution. It's not that conflict is bad. It's when those in conflict begin behaving badly that damage is visited upon relationships, the church, and church reputations.

With all of Jesus' teachings in the Bible, you'd think we could all agree on how to behave agreeably when a disagreement arises. But that's obviously not the case. The solution is to develop covenants of conduct – brief documents that give us specific guidelines on how we'll treat one-another in the church.

*Because how you love your neighbor isn't the same way I love my neighbor.*



## **Why Covenants**

# Parts of the Covenant

Church Leaders Must Be Held to a Higher Level of Accountability  
It may not be fair, but it's biblical (James 3:1; Luke 12:48).



There are at least seven components of a viable Church Leadership Covenant ranging from a willingness to serve within a position faithfully to supporting the church to how we'll treat others. The one non-negotiable in them all is the process Jesus mandated in the case of a misbehaving Christian. I call this the Jesus' Plan of Reconciliation and if your leadership covenants don't include this, there's no sense in developing the covenants. Without a clear path for reconciliation, the covenants will carry no authority to correct bad behavior – and your bullies, terrorists, guerrillas, and controllers will exploit it. I promise.

# Example

## COVENANT

### ***FIRST CHURCH LEADERSHIP COVENANT***

AS a Leaders of First Church, being held to a higher standard:

I WILL:

- Follow the First Church Discipleship Behaviors statement.
- Regularly attend and take part in worship.
- Regularly attend Bible study, pray, and be a member of a small group.
- Actively support and participate in the ministries of the church.
- Attend meetings as expected of my position.
- Enthusiastically support the decisions made by the leadership team.
- Encourage each other and admonish one another, when necessary, with respect and dignity.
- Exhibit healthy and faithful behaviors in my relationships, especially those of friendships and of marriage.
- Be a solid financial supporter, recognizing the biblical directive to tithe.
- Allow the Holy Spirit to fill me so I will exhibit the fruit of the Spirit: love, peace, joy, patience, kindness, faithfulness, generosity, gentleness, and self-control.
- Discover, claim, celebrate, develop, and employ the gifts God has given me.
- Be hospitable: friendly, kind, attentive, and welcoming to guests and one another.
- Be accessible to the body of Christ and intentionally seek an apprentice to mentor so that they may be equipped for the work of ministry.
- Make every effort to maintain the unity of the Spirit in the bond of peace, so all may reach unity of the faith and knowledge of Jesus.
- If unable to keep these covenants for a season, I will resign in order that another can continue the work and ministry of the church.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# 5

## STEPS TO ACCOUNTABILITY

### Informal Accountability

In an informal setting, ask one of the five Key Questions.

Consider asking your leaders as they leave worship. "Why Bill, what have you been reading this week in scripture that was intriguing?"

### Mentor One Another

Pour your life, your spiritual practices, and your spiritual values into someone else. Remember – YOU are the curriculum.

### Leadership Covenants

Since church members don't always know how to behave, leadership covenants will give them some concrete directives on what's expected and what's not okay.



### Formal Accountability

Add an agenda item to EVERY meeting and ask each person one of the five Key Questions.

### Missional Job Descriptions

This lets your members know what's expected of them when they take a position. AND if you help them find their passion and match their passion with the position – look out because excellence will be coming!

# O n N o t B e i n g N i c e

*For the Sake of the Gospel*

By Bill Easum

Throughout all my consulting ministry, I have seen a disturbing pattern: most established churches are held hostage by one or two bullies. Either one individual or a small group of individuals is usually very opposed to the idea of the church making any radical change, even if it means the change would give the church a chance to thrive once again. I keep hearing pastors say, "If I tried that, I'd lose my job!"

Courageous pastors often ask, "What do I do when one person intimidates the church so much that it is not willing to try something new?" My response is always, "Either convert them, neutralize them, kick them out, or kill them. The Body can not live with cancer." To which someone usually cries, "That's not very Christian!"

My response describes much of the wisdom of both the Old Testament and Jesus. Maturing Christians love so deeply that they will do anything, even if "anything" includes not being nice, for the sake of the gospel. Jesus was so compassionate toward others that he could not remain quiet when he saw people holding other people in bondage.

The Old Testament story of the wilderness wanderings contains a remarkable account of how Moses responded to a group of people who insisted on keeping the Hebrews in bondage to the past. A group of people led by Korah came to Moses, asking him to relinquish leadership because they wanted to take the Hebrews back to Egypt. Moses responded by falling on his face prostrate before God in prayer. Then he got up and slew all of them. Not very nice, but necessary if they were going to get to Canaan. Moses knew that freedom with God was better than slavery with Pharaoh. The same is true today: freedom to grow in grace is always better than enslavement to the status quo.

Almost every struggling church has at least one dysfunctional bully who goes out of his or her way to be a big fish in a small pond. That is often the primary reason the church is struggling. This person gets his or her sense of self-worth by keeping the church so intimidated, either through actions or through money, that very little can happen without that person's approval. The sad thing is most of the leaders know that this person is a stumbling block to the church's future and they will not do anything about it. Church

leaders ignore the bully, thinking that is the Christian thing to do, and in so doing, they assist in the stunted growth or death of the congregation.

For example, I was working with a staff in a large church. The first day I met with the staff, the tension was so high I could have cut the air with a knife. The staff hardly said a word to one another. The next day when we met, the staff laughed and cut up together as if they were one big, happy family. As I looked around the table, the only apparent difference was that one staff person was not present. I asked the staff if they sensed the difference I was feeling. They knew exactly what I meant. Finally one of them blurted out, "Jim is not here today. Staff meetings are always better when he's not here." It turned out that Jim was a dysfunctional bully who ran to the personnel committee every time he didn't get his way. Because of him, several competent staff members had been fired. To make matters worse, the staff knew that Jim seldom contributed anything to the health and vitality of the church.

I asked the staff if they had confronted Jim with how they felt. Their response was typical for church folks. "That would not be the Christian thing to do. It would hurt him deeply. After all, the church is all he has." Sure, it's all that he has; no one else would put up with him. Who is more dysfunctional, Jim or the staff?

A church not far from me told its bishop that it wanted a young pastor. It wasn't long before they got one. One of the first things the young pastor did was ask the board to change the appearance of the church newspaper. The board unanimously voted to do so. Four months later, I noticed the newspaper was switched back to its old form. I called the pastor to ask why. His response is a classic. "Most of the board were present the night we voted. However, one man was out of the country. When he returned to find that a decision had been made in his absence, he demanded that the chairperson immediately call another meeting. At the second meeting, the board voted unanimously to rescind their previous decision about the newspaper." When I asked why, he replied: "This man always pays off any deficit at the end of year and he wanted the vote changed. The board was afraid to buck him." The future of that church was held hostage to a bully.

I'm convinced that one of the main sins of the established church is that we have taught ourselves to be nice instead of being Christian. In spite of aspiring to be disciples of Jesus, we teach that the essence of Christianity is to be nice. Where do we get such a notion? Certainly not from the actions of Jesus.

One of the hallmarks of Jesus' ministry was his constant attack on the status quo. He challenged it every time he could. He even went out of his way to upset the religious bullies of his time. He called them white sepulchers, and by doing so, attacked the very heart of

their priesthood based on purity. Jesus loved church leaders too much to allow them to remain such small persons. When Peter showed his displeasure over the impending death of his Lord, Jesus said to him, "Get behind me, Satan." Jesus loved his disciples too much to let them miss one of the more important lessons of servanthood. Jesus, the man who said, "be compassionate as God is compassionate," had no desire to be nice because being nice has nothing to do with being Christian. Being nice is often nothing more than a lack of compassion for people. Let's explore what this means.

At one point, in a holy rage, Jesus entered the Temple with a large, metal-tipped whip and drove out the money changers. As he did, he quipped, "It is written, 'My house shall be called the house of prayer,' but you have made it a den of thieves." If we discover why Jesus responded to religious bullies this way, we will also discover why so many church leaders refuse to follow his example.

When Jesus cleansed the temple he was in the Court of the Gentiles. This was the only part of the temple where Gentiles were allowed to worship. What ticked Jesus off was that the religious leaders were using the only place Gentiles could worship God as the place to sell their wares. What was to be a place of spiritual discovery and worship for the Gentiles was turned into an economic opportunity for the religious leaders. (Sound familiar?) The focus of the religious leaders was on themselves, not the spiritual vitality of the Gentiles. So he drove them out.

Therefore, thieves are those who do religious things for their own purpose. So when we are doing things that only benefit those within the church, we become a den of thieves. When we say that we want it this way because it has always been this way, we are a den of thieves. When we focus on only the needs of our members, we are robbing the community of a chance to join us in our journey of faith. Such action is intolerable for people of compassion and love.

Church leaders are robbing people of their spiritual birthright when they allow dysfunctional people to sell their petty wares in the house of God rather than proclaiming release from bondage. We really need to get clear on this problem and do something about it. If we really love people, and if we really want them to experience the love of God, then we will never allow the bully to rob others of their spiritual birthright. Anyone who knows how family systems work knows that the worst thing one can do with dysfunctional people is give them more attention by giving in to their every whim. Instead, tough love has to be applied. The compassionate thing to do is hold them accountable for their self-centered actions. In doing so, they may begin the journey with God.

Jesus shows us what to do with people who do not want to grow spiritually. In training his disciples how to spread the word of God's love, he told the disciples to shake the dust off their feet when they encountered people who did not receive them graciously. Jesus loved people too much to let anything slow down the process of setting people free from their bondage, whatever it is.

People who would rather be nice than Christian do not love enough. They do not have enough compassion. Instead, they are afraid of hurting someone or of being hurt. Remember, fear is the opposite of love. "Perfect love casts out all fear."

If we really cared about people, we would not allow anyone to bully others into submission. Instead we would want every person to feel free enough to express their hopes and dreams, to stretch their wings, and to reach their God-given potential. If we really loved people, we would not base our decisions on whether people would like us for those decisions. Being nice or being liked is never a goal for followers of Jesus.

What does being nice accomplish?

- More dysfunctional people
- Fewer spiritual giants
- An intimidated congregation
- An inability to spread the gospel
- Little hope of renewal or growth
- Discouraged church leaders

Being nice is not what Jesus wants from any of us.

One of the basic lessons I'm learning as a consultant is that before renewal begins in a church or denomination, it is normal that someone has to leave or be denied. Almost every time a dying church attempts to thrive once again, someone tries to bully the leadership out of the attempt. And almost every time, if a turnaround is to take place, such persons are lost along the way because they are no longer allowed to get their way. When they can't get their way, they leave. Not even Jesus got through the journey with all of his disciples. Why should we expect to?

This does not mean that we should set out to intimidate the bully or to kick people out of the church. It does mean that we care enough about the future of our church not to allow anyone to stifle its ability to liberate people from bondage or victimization. It means that we care enough about the bully that we will not allow the bully to intimidate the church because we know the spiritual vitality of both the bully and the church is at stake.

Matthew 18 gives us a formula for dealing with dysfunctional bullies. First, an individual privately confronts the person with what he/she is doing and asks the person to stop. If this doesn't achieve positive results, two or more people are to confront the person. If this does not resolve the matter, the person is to be brought before the entire church. Listen again to the not-so-nice words of Jesus. "And if he shall neglect to hear them, tell it unto the church: but if he neglect to hear the church, let him be unto thee as a heathen man and a publican." In other words, withdraw from that person's presence, or in our case remove that person from office! Never, ever allow such a person to dictate the direction of the church.

The next time someone in your church attempts to intimidate or bully the church out of taking a positive step forward, go to God in prayer, and then get out the metal-tipped whip and drive that person out of the church....of course in love.

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