

How to Build a Winning Team



Maximizing
your success
by honoring
the gifts
of those
around you

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Chapter 1

God Established Team Ministry in the New Testament Church

a multitude of churches need leaders.

Elders in Every Church

It should come as no surprise to discover that God established elders (plural) in every church in the New Testament. He never let the rulership of his body rest on the shoulders of one man, because each one of us has too many limitations within us. God has chosen to work through a multitude of counselors, rather than a single individual. Yes, various forms of government were expressed at various times throughout Biblical history, but with the outpouring of the Holy Spirit in Acts upon all flesh, we find a new form of government set up, that of a five fold team of elders serving each local assembly.

When Paul established churches, he did so by appointing elders. When elders were appointed, the local assemblies were called churches for the first time.

And when they had ordained them elders in every church, and had prayed with fasting, they commended them to the Lord, on whom they believed. (Acts 14:23).

For this cause left I thee in Crete, that thou shouldest set in order the things that are wanting, and ordain elders in every city, as I had appointed thee; (Titus 1:5)

Elders must be appointed

So we see that churches were established through the ordination of elders (plural). Never do we find a single man ruling a church. It was always a plurality of men who participated as servant leaders. We also see that these men were not voted into office, but rather were ordained by the apostle who established the church. This is quite a contrast to much of what we see today as single pastors are voted in and out of church leadership positions. I recommend we follow the New Testament pattern of the appointment of elders to function as servant leaders in each church.

Elders are appointed to function as servant leaders in the church.

Why Team Leadership?

No one man completely represents full truth, wisdom and power as Jesus did. Each of us experiences limitations in our lives. Each of us have areas of weakness and woundedness which are not yet healed. Therefore, we are counseled that:

In the multitude of counselors there is safety. (Prov. 11:14)

One can chase a thousand, and two put ten thousand to flight... (Deut. 32:30)

Chapter Two

Eldership Composed of a Five Fold Ministry Team

The Ephesians 4:11 Ministry Team

And He gave some apostles; and some prophets; and some evangelists; and some pastors and teachers; for the perfecting of the saints, for the work of the ministry, for the edifying of the body of Christ; (Ephesians 4:11-12).

I believe the leadership team of the local church is to be composed of the above five heart motivations and ministries. **I believe these heart motivations provide a well balanced and well rounded ministry and representation of Jesus. I believe when all five are there on a leadership team, the church will grow with a growth that is from God. It will experience balanced, continuous, exponential growth in every direction.**

What are these five heart motivations and ministries, and how do they work together? How do we train the church to begin functioning in these motivations and ministries? The first two questions will be answered in the next two chapters. The third question on how we train is answered in a discipling program which the authors offer to churches worldwide. Information on this discipling

program may be ordered from the back of this book.

How Long Is the Five Fold Ministry to Operate?

Do we still have apostles, prophets, evangelists, pastors and teachers today? No one would argue that we still have evangelists, pastors and teachers. We have had them forever. I would be hard pressed to explain why we have three in a list of five still operating and not the other two. Actually, if you travel in certain circles, you will find apostles and prophets still functioning also. How long does the Bible say these five ministries are to operate?

Till we all come in the unity of the faith, and of the knowledge of the Son of God, unto a perfect man, unto the measure of the stature of the fulness of Christ; (Ephesians 4:13).

Has that happened yet? Are we all in unity of faith and knowledge of the Son of God? I don't think so. Therefore, I suspect the five ministries are still operating, and will be for some time to come. Let us look briefly at each one individually.

Apostles — Architects Who Establish the Foundations

Apostles: a scary word for us in the twentieth century. We are not used to using it, at least not to describe people living among us today. The key picture in our minds is of Paul, who was an outstanding apostle. We say no one can match his ministry, and that may be so. However, Paul was more of a "super apostle", rather than just an apostle. Other apostles in the New Testament do not leave us with such a sense of awe (or almost fear). For instance, what picture comes to your mind when I speak of Erastus (Acts 19:22) or Tychicus (II Timothy 4:12). Likely no picture, because so little is spoken of them. Not all apostles held the prominence that Peter, James, John and Paul held. We should not think that all apostles must duplicate their ministries.

Erastus and Tychicus are both called apostles, yet you do not get that from a cursory reading of the verses. However, if you check out the Strong's Concordance, you will find the Greek behind the word "sent" in each of the verses is apostle (#649 in Strong's).

Apostles in the New Testament

There are actually 28 apostles mentioned in the New Testament. This may come as a shock to some who are under the impression that there were only 12. There are actually 14 mentioned before Pentecost and 14 after. They are as follows:

- Before Pentecost:
- The twelve, plus Jesus (Heb. 3:1) and
 - Matthias (Acts 1:26).

After Pentecost:

- Paul (Acts 14:14; 22:21)
- Barnabas (Acts 4:36; 11:22-30; 14:1,4,14; 1 Cor. 9:6)
- Apollos (1 Corinthians 4:6-9)
- Andronicus (Romans 16:7)
- Junia (Romans 16:7)
- Epaphroditus (Philippians 2:25, messenger = apostle).
- Titus (2 Corinthians 8:23, messenger = apostle).
- Two unnamed brethren (2 Corinthians 8:23)

- Timothy (Acts 19:22; 1 Thessalonians 1:1; 2:6)
- Judas (Acts 15:22)
- Silas/Silvanus (Acts 15:22)
- Erastus (Acts 19:22)
- Tychicus (2 Timothy 4:12)

Apostles Are Architects Who Build

The apostle is one who "is sent out." Specifically, he is sent out to build. In the New Testament they normally built churches. However, Smith Wigglesworth has been called the "Apostle of Faith," indicating that in his case he built faith in the churches he visited. So, possibly apostles are builders, regardless of what they build. In the New Testament they are also called masterbuilders:

According to the grace of God which is given unto me, as a wise masterbuilder, I have laid the foundation, and another buildeth thereon. But let every man take heed how he buildeth thereupon (1 Corinthians 3:10).

The word masterbuilder comes from the Greek root "architekton" (#753 in Strong's). It literally means "an architect" or "a superintendent in the erection of building." Other root words behind this word, according to Strong's Concordance, are numbers 746 and 5045, which carry the meaning of "leader, first in a series, builder, joiner, planner."

Therefore, I see the apostle as the one with the heart for the whole. He is the architect who designs the whole, oversees its erection and insures that all parts are working properly together. He sees that evangelism, teaching, pastoring and prophesying are all present in a balanced, effective life-giving way. In one sense, the architect does more of the planning and overseeing than he does in the actual building himself. He sees that all the others are building properly with proper materials, and in proper timing. He is concerned that the foundations are properly laid and that the materials are of proper quality so that the skyscraper can rise to its maximum height without cracking under strain or stress.

An apostle will likely have the gifts of administration and leadership. He probably has experience in each of the other five fold ministries which he oversees. Some apostles, like Paul, traveled

extensively. Others, like Peter, James and John, stayed in Jerusalem and were overseers of the Jerusalem church. Therefore, **apostles can be traveling or resident.** Apostles come in all kinds of personalities, as can be readily seen by the personalities of the first twelve apostles. Consider the personality differences of Peter and John, for instance. No one personality is right for the apostle.

Apostles are servant leaders. Domination is forbidden of all leaders in the New Testament.

Apostles Are Foundation Layers

The apostle is the most talked about ministry of the New Testament. The word apostle is mentioned 83 times. **It is upon the foundation of the apostles and prophets that the church is built.**

And are built upon the **foundation of the apostles and prophets**, Jesus Christ himself being the chief corner stone; (Ephesians 2:20).

I believe that according to the teaching of the above verse, **it is impossible for a church to reach its full potential if it does not have an apostle and prophet establishing its foundations.** This is most likely why so many churches are still struggling to reach their full potential in Christ.

Can we restore apostles to the Church of Jesus Christ? I am sure God has already placed them here. They are all around us. It is just that we have made the word apostle so out of reach for us that we do not believe it is possible to fulfill. I do not like it when we take Christianity and make it unreachable for the masses. We reserve it for an elite few. I think it is Satan's strategy to get us to remove New Testament Christianity from the reach of Christians at large, and I have chosen to reject such elitism, whether it deals with the hearing of God's voice, or the seeing of God's vision, or the five fold ministry team. I would like to see returned to the masses the patterns of New Testament Christianity. I have chosen this as my own course. Where will you stand?

The apostle, like each and every other job or ministry, requires the call and gifting of God upon the individual's life. God anoints each of us for the vocations and ministries He has in store for us. This also applies to each of the next four ministries which we will be discussing (prophet, evangelist, pastor and teacher). In addition, one grows

into his full ministry gift as he walks with God. You will have the call to be an apostle from birth. However, you will not actually be placed into that office until much later in life. By that point you will have received proper training and experience, matured in your giftings, and come to the place where others recognize the call of God upon your life. So you may actually have the call of God for an office or ministry in the body of Christ long before you will actually be placed into that position. Therefore, as you sense this call, you should begin **preparing yourself for the ministry** rather than arrogantly **declaring that you have a certain ministry** in the body of Christ.

Apostles grew to the point of being able to do attesting miracles (2 Cor. 12:12). This does not necessarily mean one needs to do miracles when he is **first called an apostle**, however, as one matures, an empowering for miracles will develop in his ministry. Consider, for example, the original twelve apostles. Jesus first calls them apostles in Luke 6:13. However, there is no mention at this time (or before) of them doing any miraculous works. As a matter of fact, just six verses later, in verse 19, we see the multitudes trying to touch Jesus, because power was coming from Him and healing them all. There is no mention that the multitudes were interested in touching the twelve apostles, nor is there any indication that power was coming from them to heal the multitudes.

No, the first mention of the apostles flowing with miraculous power is a good while later in Luke 10 where Jesus sends them out in two's and **commissions them with power to heal.** We find that when they return (Luke 10:17), even the demons were subject to them. Thus, the Scriptures testify that the commissioning with the endowment of supernatural power may actually come some time after one has been called and placed in the office of an apostle.

When replacing Judas with Matthias, we discover that the eleven made a requirement that the person who replaced Judas must be one who **"accompanied us all the time that the Lord Jesus went in and out among us — beginning with the baptism of John, until the day that He was taken up from us — one of these should become a witness with us of His resurrection."** Although

this requirement was established by the original eleven for the one who replaced Judas, it does not appear that it was carried out throughout the rest of the New Testament, as it is never again mentioned in the selecting of the additional fourteen apostles, and very likely not followed in their selection.

Prophets — Seers Who Communicate Divine Inspiration

And it shall come to pass in the last days, saith God, I will pour out of my Spirit upon all flesh: and your sons and your daughters shall prophesy, and your young men shall see visions, and your old men shall dream dreams; (Acts 2:17).

Prophets were first called "seers" (2 Kings 17:13). They are people who can see and hear and feel from the spirit realm, and then release that which they are sensing to the people. The New Testament Greek word *propheteua*, translated prophet, literally means to "speak under inspiration" or "to break forth under sudden impulse into inspired discourse."

Jesus manifested prophetic ability and He explained how He received it.

...Verily, verily, I say unto you, The Son can do nothing of himself, but what he sees the Father do: for what things soever he doeth, these also doeth the Son likewise. For the Father loveth the Son, and showeth Him all things that himself doeth...I can of mine own self do nothing: as I hear, I judge: and my judgment is just; because I seek not mine own will, but the will of the Father which hath sent me (John 5:19,20,30).

We see that Jesus, as our perfect example, lived out of divine flow. He captured that flow by both seeing vision and hearing God's spoken word within Him. Therefore, seeing and hearing become key facilities which the prophet opens up to receive the Father's initiative, which he/she then speak forth.

A Life-giving Flow

God's voice and His vision release maximum life and creativity to His children. Jesus said, "My words are life" (John 6:63). When He spoke, multitudes came to the hills for days to hear Him.

1 Corinthians 14:3 tells us that "he that prophesieth speaketh unto men to **edification, and exhortation, and comfort.**" Therefore, the thrust of prophecy is to build up the body of Christ, to call forth the dream and vision and creative abilities of the Holy Spirit within each believer and to encourage them to walk in Christ in faith.

The creative flow can be expressed through music, art, pageantry, poetry, inspired speaking or inspired writing, or even architecture or crafts or other works with one's hands. The list of ways to express the creativity of God is probably endless. In the Middle Ages, the great composers and artists came out of the Church. As the prophetic flow is fully honored in the Church, we will again today see the greatest artists, composers and craftsmen receiving their inspiration from the Spirit of God and using their gifts to glorify the Creator. They will be men and woman who capture the divine flow that comes from the throne of heaven and release it into the world around them.

List of New Testament Prophets

1. Ananias was possibly a prophet to Saul (Acts 9:1-15; 22:10-15)
2. Judas and Silas (Acts 15:32)
3. Prophets and teachers at Antioch (Acts 13:1-4).
4. Prophets sent from Jerusalem (Acts 11:27).
5. Prophets at Tyre (Acts 21:4)
6. Agabus was a proven prophet (Acts 11:28; 21:10-11)
7. Philip's four daughters (Acts 21:7-9)
8. Prophets at Corinth (1 Corinthians 14:27,29; 12:28,29).
9. Prophets at Ephesus (Ephesians 4:9-11).
10. Prophets among the scattered churches (2 Peter 2:1-2; 1 John 4:1-3).
11. False prophets at Crete (Titus 1:10-13).

So we see that prophets operated commonly in the New Testament Churches.

The Difference Between Old and New Testament Prophets

Kevin Conner, in his magnificent book *The Church in the New Testament*, makes the following distinctions between Old and New Testament prophets (page 166).

"a. Old Testaments Prophets were especially used in guidance, direction, and inquiry of the mind and will of God, because the Spirit was not available for all flesh.

b. Old Testament Prophets were especially used to utter and write infallible Scriptures (II Peter 1:20).....

It is therefore important to note these facts and truths:

1) No New Testament Prophet was ever used in guidance and control of another person's life. They were used to **confirm** the already known and revealed will of God. But, for New Testament believers, "as many as are led by the Spirit of God, they are the sons of God" (Romans 8:14). This is God's norm. To resort to a Prophet for direction, guidance or control, is to violate the ministry of New Covenant believers, of having access to God through Christ, by the Spirit, who is available for 'all flesh' in this dispensation.

2. No New Testament Prophet was ever used in the utterance of infallible Scripture. All prophetic utterances were to be judged by the Word of Scripture (1 Corinthians 14:29,30,32). Most of the New Testament was written by the Apostles!"

Evangelists — Soul Winners Who Proclaim Good News!

Evangelists have a heart for the harvest. They love to see people saved. They preach and proclaim the good news that salvation is freely available to all who will believe and receive. The Church is very comfortable with evangelists. Actually, it is so comfortable that it seeks to make all people evangelists. Not that we all don't do some evangelizing as the situation demands, but many do not have the heart motivation to evangelize the lost. The teacher has the heart motivation to in-

struct and disciple those who are saved. The pastor wants to love and care for the sheep. But the evangelist wants to get people saved.

He is generally outgoing and people oriented. He enjoys talking with people and bringing them to the point of decision.

Philip, a Pattern New Testament Evangelist

Philip is actually the only person specifically called an evangelist in the New Testament. In Acts 8:1-25 we see key elements to an effective evangelist's ministry. Evangelists work effectively outside the local church. They perform miracles, and cast out evil spirits, bringing much joy and drawing attention to the gospel they preach. They preach the kingdom of God and the name of Jesus Christ. They baptize believers.

The church needs such evangelists.

Pastors — Shepherds Who Love the Sheep

Pastors have been the most accepted of the five fold ministry. As a matter of fact, the entire five fold ministry burden has generally been laid upon the shoulders of the pastor, often resulting in burn-out, breakdown, or withdrawal from ministry.

Pastors work as shepherds who care for the sheep. They are people who love people. They love caring for people. They may not have a heart for architectural design or prophetic flow, but they do want to bind up the broken hearted and lift those who are downtrodden. If one sheep is lost, they will leave the 99 and go after it. They care about the one. They will not overlook a single person.

People feel warm and loved when they are around a pastor. Everyone needs a pastor.

It is shocking that in contrast to our constant emphasis on the work and the role of the pastor, the word "pastor" is only mentioned once in the New Testament (Eph. 4:11). The more common biblical terms are elder, overseer (sometimes translated "bishop" in the King James Version), and shepherd. Acts 20:17 & 28 states, "Elders...made overseers over the flock...to feed (the word is "shepherd") the church...." Titus 1:5 ex-

hort to "ordain elders..." and gives the qualifications in verse 7, "a bishop (the word is "overseer") must be blameless...." In 1 Peter 5:1,2, we are told that "elders...feed ("shepherd") the flock...taking the oversight...."

Even more shocking is the realization that no one is ever called a pastor in the New Testament, and the only one named as shepherd is our Lord Jesus (1 Peter 2:25). Of the 48 churches (or house-churches) mentioned in the New Testament, never do we see the traditional one man pastor over it. I suggest that you may want to let these truths sink into your spirit, and bring about a transformation of the way you look at, plan and develop the church leadership team.

Teachers — Disciples Who Train Others

And Jesus came and spake unto them, saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world. Amen (Matthew 28:18-20).

Teachers train and disciple others to receive and respond to the revelation of God. It is much more than the impartation of facts. It is the transforming and discipling of lives.

The teacher's main emphasis is clear understanding. He will often present truth line upon line, and thus tends to appeal more to reason and understanding, rather than emotions. He will tend to be systematic, but must seek the unction of the Holy Spirit so that the teaching is a channel for the impartation of Spirit life, as well as knowledge.

Teachers in the New Testament

1. Prophets and teachers in Antioch (Acts 13:1)
2. Paul (2 Timothy 1:11)
3. Apollos (Acts 18:24)
4. Timothy (1 Timothy 6:2; 2 Timothy 2:2)
5. Aquila and Priscilla (Acts 18:26)
6. Women (Titus 2:11)

Blends of Ministry Giftings

Nowhere does the New Testament suggest that a person is limited to just one ministry gifting. On the contrary, Jesus requires us to multiply our giftedness (Matthew 25:14-30). If we have received two gifts, we are to multiply them to four. If we have five, we are to cultivate ten.

Paul states that he exercises several ministry giftings himself.

Whereunto I am appointed a preacher, and an apostle, and a teacher of the Gentiles (2 Timothy 1:11).

In addition, if you read through the book of Acts you will find that Paul operated all nine gifts (manifestation) of the Holy Spirit as well.

It is interesting to note in the above verse that Paul did not consider himself an apostle to all people, but only to a certain group (the Gentiles). (See also 1 Cor. 9:2.) This supports the idea that one's ministry may be to a select group, or toward select topics, as Smith Wigglesworth being an Apostle of faith. I would say that one is an apostle to those who look to him as an apostle. One is a teacher to those who look to him as a teacher, and so on. That is why no one title fits a person in all situations. To some people and in some situations, he may be an apostle. To other people or in other situations, he may not be an apostle. That is one good reason why we do not use our ministry function in the body as our title.

What if you do not have five people with elder-ship qualifications who can express the five basic heart motivations when you begin your church? What if you only find two? Often individuals have a blend of two to three giftings. Therefore, these two elders may carry the responsibility for all five heart motivations while the church is small. As it grows, you may find that a large church has ten to twenty people ministering with various gift mixes on the leadership team. So we should not assume that the leadership team must have five individuals, or that it can only have five individuals. You will be flexible and discern what the Holy Spirit is saying.

Titles or Functions?

It is important to point out that the five fold ministry gifts are **functions** we have in the body of Christ and not **titles** we carry. Nowhere does Paul name himself as "the Apostle Paul". Rather it is "Paul, an apostle." I do not think it is wise to alter this New Testament pattern and begin using these functions as titles. As a matter of fact, there is a total lack of titles of any kind given in the New Testament. Authority does not come from the title we carry. Rather, it comes from the anointing we manifest, and the respect that is engendered as a result of an authentic ministry.

A Summary of the First Two Chapters

1. Government of the local church always rests upon several individuals — an eldership team — plural.
2. They are to meet the qualifications set down for elders in the New Testament.
3. Effective teams out-perform individuals.
4. This eldership team is to be composed of people expressing the five heart motivations of Ephesians 4:11.

5. The five heart motivations are:
 Apostles — Architects Who Establish the Foundations
 Prophets — Seers Who Communicate Divine Inspiration
 Evangelists — Soul Winners Who Proclaim Good News!
 Pastors — Shepherds Who Love the Sheep
 Teachers — Disciplers Who Train Others
6. We do not use our heart motivations as titles but as functions.
7. There was no central headquarters that controlled the local New Testament Churches. (To be covered in detail in Chapter Nine).

Action Exercise

1. Have all members of your team take the "Heart Motivational Profile" (Worksheet Number Four in the back). Come together and discuss what you have discovered. What are the blends of giftedness? Who is strongest in what areas?
2. If you need to change your form of church government, consider taking steps now to move in that direction.

Chapter Three

How Does a Five Fold Eldership Team Function?

Hearing Five Heart Motivations

In the last chapter we discovered a five fold ministry team with five different ministry objectives. They were....

Apostles —	Architects Who Establish the Foundations
Prophets —	Seers Who Communicate Divine Inspiration
Evangelists —	Soul Winners Who Proclaim Good News!
Pastors —	Shepherds Who Love the Sheep
Teachers —	Disciplers Who Train Others

May I suggest that under these five main ministry objectives lie five heart motivations. They are:

Apostles —	Heart for the Whole, Organization
Prophets —	Heart for Inspirational Creativity
Evangelist —	Heart for the Harvest
Pastors —	Heart for the Sheep
Teachers —	Heart for Truth

Providing Balanced Team Ministry

A church desiring to express the fullness of Christ will want to make sure these five heart motivations are constantly being expressed in public services and ministries. That means that during the leadership team meetings each of these five voices need to be heard, honored, received, brought into consensus with each other, and acted upon.

I believe it is the role of the apostle in the group to lead and call the meetings together. This goes for both public and private meetings. He is the one with the gift of leadership and the heart for the whole. He is the one who cares for the overall design. He is the one to be concerned about balance. He is the architect.

It may be possible that the person currently serving as the senior pastor will discover that he has the heart of a pastor rather than an apostle. Or, he may have the heart of an evangelist. How does this work out if the apostle (organizer) is the one who would generally chair the meeting? Let me suggest a couple of possibilities: 1. The current senior pastor could allow the one with the heart for organization to chair the meeting, and it could be

fully understand that the current senior pastor is to continue to be honored as the senior pastor. 2. Another possibility is to re-arrange titles and job junctions, and form a co-equal eldership team composed of people representing the five heart motivations, who work together as a team utilizing consensus in the decision making process. Each church will have to work through all the different factors and decide what they can and should do for the present time to begin making steps to move in this direction.

So let us assume that the apostle is to call the meeting and preside over it. As every issue is under discussion, he is to see that each of the other of the five heart motivations is brought forth and heard and honored. If one of the team members is quieter by nature, he is to draw him out by asking what he is sensing from the Holy Spirit. The apostle is to see that all five heart motivations are **voiced and heard**.

Once the five heart motivations are all expressed, it may take some discussion to discern how these five heart motivations can be knitted together into a satisfactory Holy Spirit resolution to the issue being discussed or the ministry being developed. Each on the leadership team is to voice his heart motivation and listen as others voice theirs. Each is to be seeking God for the most effective way of blending all five heart motivations and releasing a fully balanced and effective Holy Spirit plan.

Since they are a team, each one gives careful attention to that which is being expressed by others on the team. They listen with the ears of their heart. They ask questions for clarification. They ask the Holy Spirit to help them see and to help them blend together all the various things which are being spoken through the team members.

Once it is obvious that consensus is being reached, the apostle may state in a summary way what has been decided upon and ask for an "amen" from the various team members. As they agree, the team then moves on to other issues.

Just because the apostle has an agenda for the meeting does not mean that others may not bring forth issues that are on their hearts. The apostle should have a time in the meeting when it is open for any who so desire to present new or old busi-

ness. The evangelist may want to present some ideas or ministries which the Holy Spirit has been birthing within him for new or more effective evangelistic outreach. The prophet may have some words which have been burning within his heart which the church leadership team needs to consider concerning where the church is and where God wants to take her. The pastor may want to share news on where several people or situations are in the church body, and the teacher may want to suggest a specific area of teaching which he thinks needs to be presented to the body.

It is the assumed responsibility of each team member to be seeking the Lord week by week for what the Holy Spirit is saying to the body **through their particular heart motivation/ministry**. They will be looked upon to keep their area abreast of what the Holy Spirit is saying to the Church around the world, as well as specifically for their particular congregation. They will be expected to take the lead in seeing and sensing and birthing these things within the local assembly. They will be **expected to take the lead** in presenting these things to the leadership team for input and consensus. Any major move in their areas should be submitted to the leadership before being acted upon. Minor things could be incorporated without input from the leadership team.

So a typical five fold leadership team agenda may have the following parts in it (among others):

Worship and prayer.

Discussion of topics brought forth by the apostle.

Discussion of topics brought forth by the prophet.

Discussion of topics brought forth by the evangelist.

Discussion of topics brought forth by the pastor.

Discussion of topics brought forth by the teacher.

Close in worship and prayer.

In summary, the apostle chairs the meeting, not by issuing commands and orders and directives, but by making sure that each of the five fold heart is heard concerning each issue. Each one of the

five fold ministry is responsible to seek God continuously for divine revelation concerning how his ministry gift can be more effectively released within the local body. They are **expected to lead in bringing forth revelation for their area of ministry.**

Decision-Making Through Consensus

So now we need to learn a new style of decision-making. Two styles of decision-making which I have used in the past were democratic vote with majority rule, and dictatorial vote with one man rule. These are both different from consensus. In consensus, you are not looking for a majority. You are looking for all to come to a joined agreement that blends all the various elements which the Lord is bringing forth through the entire team. You are prepared to work on the problem until all of the five fold team come to unity in the issue.

You say, "But that could take forever!" Well, our faith is in God, not men. We remember that the king's heart is like channels of water in the hand of the Lord (Prov. 21:1) and that the plans of the heart belong to a man but the answer of the tongue is from the Lord (Prov. 16:1). Therefore, we are willing to work and pray and seek God together until we have unity. "Behold, how good and how pleasant it is for brothers to dwell together in unity! It is like the precious oil upon the head (i.e. the anointing)...For there the Lord commanded the blessing — life forever" (Ps. 133:1-3). Where there is unity, the anointing of the Spirit of God can freely flow. And of what value are our plans and dreams if they have not His anointing?

There are several rules we use in consensus decision-making.

1. Try to convince people as honestly and thoroughly as you can of the insight God has given you. Use all your ability.
2. Listen with your whole heart as others present their cases. Seek to hear with **your spirit** what is being said.
3. Ask questions until you fully understand.
4. If you think you are hearing what a person is saying, and can assist them in more clearly saying it, do so.

5. Don't just give in to someone else. Wait until you genuinely see the light.
6. Don't take turns giving people their way. ("We spent money on evangelism last month so we should spend it on teaching this month." It doesn't matter — where does God want the money spent this month?)
7. Attack situations and problems, not people.
8. Look for the "multiple win" where everyone's heart is heard and honored and received and integrated into the final decision.

More information on communication skills will be given in Chapter Seven.

What if you can't come to consensus in a meeting?

1. Wait, pray, fast, and come together again.
2. Wait for harmony. If there is no consensus, don't move.
3. God is rarely in as big a hurry as we are. He starts His plans in motion soon enough to get them accomplished when He wants them accomplished. Jesus was a nine month baby!
4. Sometimes outside help may be required. See Chapter Nine for a discussion on when to bring in outside help and how this would operate.

The Set Man = First Among Equals?

Those who have read very much about the five fold leadership team have heard the phrase "the set man" and "the first among equals." It comes from phrases in the Bible like "Then Peter and the other apostles (Acts 5:29)." This phrase seems to mean different things to different people. To some it means that the "set man" is in charge, gives orders and has veto power. I do not see how one can hold this view and still call them the first among equals. They are no longer equal if one carries veto power. One has dictatorial power.

Others feel that the first among equals means everyone is equal and each one brings forth whatever they want in the meeting.

I would like to suggest even a third meaning for the phrase "first among equals." The set man is the

apostle who has been chosen to be the spokesman and architect of the local church. He does not have dictatorial vote, but rather presides over the meetings insuring that all five heart motivations are heard and honored and brought into consensus. Others in the group are not necessarily equal in input in various areas (even though they are equal in vote). The evangelist is responsible to **take the lead** in birthing Holy Spirit vision and ministry in the area of evangelism. The pastor is responsible to **take the lead** in birthing Holy Spirit vision and ministry in the area of caring for the sheep. The teacher is responsible to **take the lead** in birthing Holy Spirit vision and ministry in the area of excellent discipling experiences which are made available to the congregation. And the prophet is responsible to **take the lead** in bringing forth a continuous flow of inspirational creativity in many varied forms to and through the local congregation.

Therefore, the fivefold leadership team does not just come together looking for the **set man** (i.e. the apostle) to lead them in each and every area. No, the "set man" oversees the flow of revelation which pours forth through the five hearts of the five fold ministry. And each one of the five fold ministry is expected to bring forth the leadership for his area. Therefore, the apostle is not the superman who gets revelation for the whole church. No, he is the architect who assists in the fashioning of the various parts of the revelation process into a complete whole. Therefore, I think it is acceptable to call him "the set man" or "the first among equals," as long as it is clearly understood what this means.

Modeling Servant Leadership

Jesus said that leadership in the Church would be the opposite of leadership in the world.

But Jesus called them unto him, and said, Ye know that the princes of the Gentiles exercise dominion over them, and they that are great exercise authority upon them. But it shall not be so among you: but whosoever will be great among you, let him be your minister; And whosoever will be chief among you, let him be your servant: Even as

the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many' (Matthew 20:25-28).

Every leadership position in the body of Christ calls you to serve and give your life for those under your responsibility. The shepherd gives his life for the sheep, not vice versa. If anyone begins wrangling for the lead position, or begins lording it over others, he should be dealt with according to the pattern set out in Matthew 18:15-18. The pharisees loved titles, such as being called Rabbi (Matthew 23:7). We do not gain our authority by our title. Jesus took the lowest title He could find and constantly referred to Himself with that: "the Son of Man."

Power Versus Authority

False power is manifested in several ways. 1) Coercive power. This usually involves manipulation and deception. 2) Institutional role or title. This person exercises control because of his position or title in the organization. Jesus divested Himself of all such power as He walked on earth.

True spiritual authority is rather earned by the respect of the people whom you serve. Because they can see God flowing through you in various anointings, they give you authority and input into their lives. You are never to demand this, nor are you ever to require it. Jesus always offered His disciples freedom to leave when the going became rough (John 6:67)

Providing Balanced Continuous Growth

A church that is being guided by a five fold leadership team should be experiencing balanced continuous growth in several directions. It will not become lopsided in the direction of the senior pastor, but will experience balanced growth in all directions represented by the five fold team. Therefore, it should not be known as a teaching church, or an evangelistic church, or a prophetic church, or a caring church, but it shall be known as **all of the above** because all five heart motivations are continuously being heard and acted upon. And it should be known as a church which practices **all**

these things decently and in order because the apostle over it maintains a sense of order as these ministries and anointings are expressed.

Action Exercise

Copy from the appendix Worksheets Number 13, 14 and 22 and have your leadership team complete them. Discuss them during the course of several weeks, or a day long staff meeting.

Chapter Four

Experiencing the Five Fold Ministry on Every Level

In the last two chapters we discovered a five fold ministry team with five different ministry objectives. They were....

Apostles —	Architects Who Establish the Foundations
Prophets —	Seers Who Communicate Divine Inspiration
Evangelists —	Soul Winners Who Proclaim Good News!
Pastors —	Shepherds Who Love the Sheep
Teachers —	Disciplers Who Train Others

We said that under these five main ministry objectives lie five heart motivations. They are:

Apostles —	Heart for the Whole, Organization
Prophets —	Heart for Inspirational Creativity
Evangelist —	Heart for the Unsaved
Pastors —	Heart for the Sheep
Teachers —	Heart for Truth

We explored how these heart motivations would be expressed in a leadership team meeting. Now let us discuss how they can be expressed in the Sunday service, in a home cell meeting, and in a typical ministry such as missions outreach.

Expressing the Five Fold Ministry in the Sunday Service

The Sunday service does not center around the preaching of the Word but the experience of the Lord Jesus Christ, in and through so many means — people, sacraments, the Word, worship, ministry, operation of spiritual gifts, etc. All services should be experience-oriented enjoyable times when people receive multiple aspects of ministry through others and revelation and healing from God. There should be a great sense of unity of purpose and spirit, as well as great openness and freedom of communication.

Since each member of the congregation has one of the five heart motivations within themselves, each one will want to receive that ministry which corresponds to their heart motivation. Teachers enjoy being taught, pastors enjoy being loved, prophets enjoy being prophesied to, and evangelists enjoy salvation messages.

Therefore, each gathering of believers should allow for and expect the expression of each of the five ministries, always subject, of course, to the leading of the Spirit. The guiding principle for public gatherings is 1 Corinthians 14:40: "Let all things be done decently and in order." All things

includes the prophetic inspirational flow, pastoral care, evangelism and teaching. It is the apostle's role to see that the other four voices are effectively released in a life-giving way. He is responsible to capture the Spirit's flow in a meeting and allow the service to be released in that direction. This administrative oversight is subject to the evaluation and input of the other members of the five fold team, probably in the weekly leadership meeting.

The apostle who is overseeing the meeting may delegate sections of the meeting to others on the team to oversee, especially if others have a blend of giftedness which includes administration/oversight. For instance, if the worship leader is also administrative, he can possibly be responsible to take the entire worship section of the service himself, without intervention from any other. On the other hand, if the worship leader does not have much gifting in the area of administrative oversight, the apostle may want to step in several times during the worship time to guide as he senses the Holy Spirit is moving.

A possible service which included the ministries of all heart motivations could look like this: There is good prophetic inspirational flow during the worship. There is also a time during the worship service for people to come forward to the altar to be prayed for if they have any needs. Counselors also come forward and pray with them at the altar while quiet worship is continuing, allowing pastoral care ministry to be evidenced. Then there may be a time of teaching from the Word (providing the ministry gift of teaching), which can be concluded with an altar call for salvation (providing for the ministry of evangelism).

I was amazed while in South Africa to see senior pastor after senior pastor stand up after I had finished a teaching sermon, lead an altar call, and have 30 to 50 people per service respond to the call of salvation. I had never seen anything like it in my ministry. So I decided to try it. After one of my teachings I did an altar call, and lo and behold, no one came forward! The senior pastor came up after me and did a second altar call and about 25 people came forward to accept Jesus as their personal Savior! Afterward, I went out to dinner with the pastor and he mentored me a bit, telling me

what I was doing wrong so I could be more effective next time. (Basically, he said, you do not ask if anyone wants to get saved. You know that God is working in people's hearts, and you state it positively, with faith, and call for them to come forward. Hmmm. I learned more over pie than I might have in an entire Bible school course.)

So now I have two choices. I can grow in the ministry of an evangelist, or, when I am done teaching in my local church, and I know we have an outstanding evangelist on the leadership team, I can turn the service over to him and in 5 or 10 minutes, he will likely have a good number of people at the altar ready to give their hearts to the Lord.

Therefore, in the above outline for a service, you see that all five ministries operated. It was a well rounded service. A complete ministry of Christ was offered to the people, and the people, regardless of their motivation, went home filled with joy overflowing.

Incidentally, our normal policy is that those who are just learning to operate in the release of their ministry gift are to practice in the small group settings. The large gathered assemblies are where mature ministries are expressed and operate.

Expressing the Five Fold Ministry in Home Cell Groups

Both large and small groups will allow for the expression of all ministries. Teaching during the small group will tend to be more specific, in the large group more motivational, inspirational or generalized. The small group will also have worship, prophecy, teaching, evangelism, and pastoral care.

If it is God's plan for the five fold ministry to operate in His Church, then I suspect the five fold ministry is already present in every cell, every local body, and in the Church universal. We simply need to recognize that which is there. In the small cell group, you will find apostles who want to organize the meeting, prophets who release prophetic worship and prophetic gifts, evangelists who see that any newcomer is given a chance to accept Christ, pastors who see that a time of per-

sonal ministry takes place to needy individuals, and teachers who see that some teaching occurs.

It strikes me that the church has had a hard time figuring out whether to make their small groups evangelistic, or teaching, or pastoral care groups. Probably that is because they are to be all of the above. One large dynamic growing church I visited in Singapore (5000 members) used the term "Life Group" for its small groups. That strikes me as an outstanding overall title that embraces all the five fold ministry as being active in the small group.

I believe the leadership of the cell group should also recognize the presence of the five fold ministry team within the group and encourage its operation on a weekly basis. It would be very similar to the operation of the leadership team in the large gathered assembly. The evaluation of how successful the home cell meeting has been may be similar to the evaluation of the Sunday service. A sample evaluative checklist can be found in the last chapter of this text.

Expressing the Five Fold Ministry in the Missions Program

What about the missions program? Does the five fold operate there? Absolutely. My daughter went with Teen Mania to South America last summer and we saw an excellent example of balanced leadership. First, they had an architect who put the entire missions program together. Then they had a local representative who acted as a pastor to the teens for the time they were away from their parents. At the beginning of their missions trip, they stopped for a few days at Oral Roberts University to receive some training in the mime drama they were going to do, as well as spiritual and Bible teaching. Then, in South America, they led thousands to the Lord. So there you have the apostle, prophet, pastor, teacher and evangelist operating. You may ask, "Where was the prophet?" The prophet, the one who receives and releases inspirational flow, was the one who created the mime that was used in the gospel presentation. So the entire five fold ministry was operating in this missions outreach program.

Without all five parts, it would have never been as successful as it was. Five thousand people accepted Jesus in a two week period!

Each One Has Received a Measure of Grace

Does every single Christian have one of these basic heart motivations mentioned in Eph. 4:11?

But unto every one of us is given grace according to the measure of the gift of Christ. (Eph. 4:7)

Wherefore he saith, When he ascended up on high, he led captivity captive, and gave gifts unto men. (Now that he ascended, what is it but that he also descended first into the lower parts of the earth? He that descended is the same also that ascended up far above all heavens, that he might fill all things.) (Eph. 4:8-10)

And he gave some apostles, and some prophets, and some evangelists, and some pastors, and teachers for the perfecting of the saints, for the work of the ministry, for the edifying of the body of Christ. (Eph. 4:11,12).

I had not recognized that these verses indicate that **every one of us** has been given grace for one of these ministries. I had never connected verse 7 above with verse 11. Since they were divided by verses 8-10, I missed the connection between verse 7 and 11. However, if you look closely at verses 8 - 10, you will discover that they are a parenthetical thought, discussing **where this grace comes from**. In verse 7, Paul declares that every one of us has grace according to the measure of the gift of Christ, then he tells us where this grace comes from, and then he lists five ways this grace is manifested. The strong indication to me is that each one in the body of Christ has a heart motivation and giftedness and grace that can be manifested in one of these five ways.

Problems with My Discovery

That left me with several questions. What about the other lists of gifts in Romans 12 and 1 Corinthians 12? And what about people who are called to "secular" employment? Let's look at both of these questions.

First, what about the list in Roman 12:3-8? To me it appears that the main point of these verses is that we are to use the gifts and graces which God has deposited within us **according to the measure of faith** which we have. The point is not that this is any particular complete listing of gifts, just that they are a sampling of possibilities of giftedness which we can minister into the body of Christ, and that they are to be ministered according to the **measure of faith** which we have at the time. The phrase **measure of faith** occurs **twice** in these six verses making me feel that it is the main thrust of the passage. The gifts that are mentioned in Romans 12 are prophecy, service, teaching, exhortation, giving, leadership and mercy.

Actually, a number of the mentioned gifts in Romans 12 are things which I think we are to **all** have. For example, prophecy. 1 Corinthians 14:31 says, "**For you can all prophecy** one by one so that all may learn and **all may be exhorted.**" Therefore, we all can prophecy, however we do it according to measure of faith which we have. Some of us will speak the oracles of God in our homes. Some of us will speak them in our churches. Some of us will speak to our nations.

Also, service. We are to all serve those around us with whatever particular gifting God has given to us. We **serve through our gift**. Even if we are the leader, the Bible commands that it be servant leadership, and forbids dominating as the heathen do. Some of us serve in our homes, some in our churches and some in our nations. I would also say we are all to give, practice hospitality, and show mercy with cheerfulness. Therefore, may I suggest that the point of these verses is that we are to minister **according to the measure of faith which we have**.

What about the list in 1 Corinthians 12:7-11? Again, to me the point is made quite clearly in the first verse, verse 7.

But the manifestation of the Spirit is given to every man to profit withal.

This particular list is called "the manifestation" (singular) of the Holy Spirit. We all have the Holy Spirit within us and He can manifest Himself through our lives in any of the nine ways. If you read through the book of Acts, you will find that Paul manifested the Spirit in all nine of these ways. In the gathered body, each one cannot express all nine manifestation or we would have bedlam, but in our own personal lives and ministries outside the gathered assembly we will find that all nine can operate to one degree or another, according to our level of faith.

In the gathered assembly, those with the greatest measure of faith and maturity are to be the ones who operate these gifts publicly.

Therefore, I believe the key list in the New Testament that describes the **ministry gifts** in the church is the list in Ephesians 5 of apostle, prophet, evangelist, pastor and teacher.

But we must ask, is everyone called to be one of these five, ministering "full time" and financially supported through the ministry, or are some called to be managers, craftsmen, doctors, waitresses or salesmen? I believe some are called to these, and hundreds of other possible vocations. Therefore, where do I go from here?

Discerning Five Underlying Heart Motivations

I believe the answer can be found by looking deeper. Rather than training for the five fold ministry specifically, we should **train the five heart motivations** that are behind the five roles of apostle, prophet, evangelist, pastor and teacher, and let these five heart motivations be expressed in ministry and vocational roles that are **both within and outside** structured church vocations.

Let us tear down the sacred/secular mind set which so many of us have, and accept the fact the Earth is the Lord's and **all it contains**. God Himself serves as political leader, being King of kings and Lord of lords. He serves as financial leader, owning all the gold in all the mines. He serves as spiritual leader, providing salvation for all of mankind. God is not divided. He is all three. He embraces all three. He leads in all three. When He blesses us, it touches all aspects of our lives

(material, physical, spiritual, governmental — Deut. 28:1-14). When He curses us, it also touches all aspects of our lives (material, physical, and spiritual, governmental — Deut 28:15 - 68). There is not a division in His mind. Life is a whole.

Removing the Sacred/Secular Split

If we tear down the idea that there is a sacred/secular split; if we say that life is a whole and we train for the whole of life; if we accept that people may be multi-gifted (Matt. 25:14-30) individuals even as God is, then we can allow for all of life in our world view, not just for “spiritual” vocations.

We will encourage and train people that they can express these heart motivations in a variety of roles. For example, one may have a heart for people. He may function as a pastor, or as a personnel manager. Another may have a heart for the harvest. He may function as an evangelist, or as a

salesperson. Another may have a heart for discovery. He may function as a teacher or an investigative reporter. Another may have a heart for the whole. He may function as an apostle or as the president of a corporation. And, of course, there are many other roles available, and many blends of heart motivations which take place in actual life.

Our manual for pastors that lays out our “training program” or **Discipling Experience** for the five fold ministry delineates the ramifications of this line of reasoning even further, into a full fledged training program available to local churches.

Action Exercise

1. Work through Worksheets Number 23 and 24 located in the back of this book.
2. Examine one of the ministries of your church and see how the five fold ministry could or is operating through it.

Chapter Five

What Is the “Bottom Line” for Five Fold Teams?

The Ephesians 4:11-16 Mandate

And he gave some apostles; and some prophets; and some evangelists; and some pastors and teachers; For the perfecting of the saints, for the work of the ministry, for the edifying of the body of Christ: Till we all come in the unity of the faith, and of the knowledge of the Son of God, unto a perfect man, unto the measure of the stature of the fulness of Christ: That we henceforth be no more children, tossed to and fro, and carried about with every wind of doctrine, by the sleight of men, and cunning craftiness, whereby they lie in wait to deceive; But speaking the truth in love, may grow up into him in all things, which is the head, even Christ: From whom the whole body fitly joined together and compacted by that which every joint supplieth, according to the effectual working in the measure of every part, maketh increase of the body unto the edifying of itself in love (Ephesians 4:11-16).

The bottom line, or the goals, of a five fold ministry team are stated above. They include:

1. Equipping the saints to do the the work of the ministry For the building up the body of Christ

2. Until we all come to the Unity of faith Knowledge of the Son of God. A complete man = the fullness of Christ

3. No more children tossed about by doctrine but speaking the truth in love Growing up into Him in all things, who is the head Living as a properly joined body with every joint supplying that part which it is to be supplying. Makes the body grow in love.

These goals are different than some goals I have had in the past as I have ministered. First, I do not do the work of the ministry. My function is to **equip others** to do it. There are many others in the congregation (probably all — see Eph. 4:7) with one or several of the five fold heart motivations whom I should be apprenticing under me to do the work of the ministry. The blessing of God comes as one gives himself in ministry. If I do all the ministering, I **receive** the blessings of God. If I let others do the work of the ministry, then they find the grace and mercy, the peace and power of the Holy Spirit flowing through **them**, and they experience the joy of the Lord.

Chapter Six

Mastering Team Dynamics

ENJOYING Multi-gifted Responses

If I do not learn to honor and appreciate the “differentness” of each of the five fold ministries responses to a situation, I may begin to despise them. I may fall into the trap of believing that the way I see things is the correct and right way, and that all other ways are somehow less valid or valuable than mine. Instead, we are commanded to “honor all men (1 Peter 2:17),” and reminded that “in a multitude of counselors there is safety (Prov. 11:14).”

Sometimes I forget that I am only part of the solution. I forget that I most likely do not have all five heart motivations and I become irritated when people challenge me with different ways of thinking. I need to learn to be open to people who see things differently than I do. It would be best if everyone on the team knew clearly his strengths and weaknesses, and made a commitment to himself and to the others not to make major moves until he has received and honored and integrated input from others, especially from those who have strong gifts in his areas of weakness. If the team takes the **Heart Motivational Profile** together and discusses their results, they will become aware of their own and each other’s strengths and weaknesses.

For example, the evangelist wants to conduct a major evangelism campaign. Essentially he just wants to go out to the streets with a group of people and “do it.” It would be easy for him to become irritated when he is questioned by the other four: The teacher asks him, “Have you trained the people who are going to be working with you?” The prophet asks, “Have you heard from God in this thing, or is it just a good idea you have?” The pastor asks, “Is this going to be confrontational and turn a lot of people off to the gospel? And what about follow up?” And the apostle asks, “Have you planned the entire campaign? Will you need any permits? Will you need literature? How much will it cost?”

Now, the evangelist can become angry and say, “Man, all I wanted to do was a little evangelism! Let’s not make it a major issue, all right?” Or he can say, “No, I really haven’t thought about a lot of these things. Can we discuss them right now for a few minutes and see if we can get some good answers?” As he invites the others to contribute, and they lend their skills to him, they should in short order have a humming evangelistic outreach flowing from their church. And it will be much more effective than if the evangelist had just planned it on his own.

Do all five need to be involved in planning everything? No, that would be too time consum-

7. Greet One Another — Romans 16:3-6,16
8. Serve One Another — Galatians 5:13
9. Bear One Another's Burdens
— Galatians 6:2
10. Bearing With One Another — Ephesians 4:2
11. Submit to One Another — Ephesians 5:21

12. Encourage One Another — 1 Thessalonians
5:11

Action Exercise

Complete Worksheets Numbers 5 through 7 in the back of the book.

Chapter Seven

Mastering Communication Skills

The Need for Effective Communication Skills

Counselors suggest that 86% of American divorces are brought about by poor communication. The percentage is most likely similar when it comes to the breakdown of staff relationships. With communication being one of the most important skills we need to be effective in life, it should be a major topic of study throughout the educational system as well as throughout our adult lives. We should hold seminars on it, and workshops on it, and make sure we are always communicating with total effectiveness in our marriages and on our jobs and in our churches and with our children and friends.

It is the responsibility of the one who leads to insure that effective communication is taking place at all times. In the church that will be the apostle, in the home the husband, and at work it will be the company president. People look to their leader for the proper running of things. Therefore he must take oversight of this responsibility. The buck does stop with the leader.

Creating and Maintaining Metanoic Alignment

Alignment has happened when people work to their full capacity, when they feel "in sync" with their co-workers, when everything comes together on cue though completely unplanned.

When there is a synergistic relationship between the individuals' goals and the company's, your power to achieve personal goals is amplified by the corporation.

When people experience alignment they know it, and they yearn to repeat it. Some find it so transforming that life becomes a search for duplicating it.

This state of high creativity is called *metanoic*, a Greek word used by the early Christians, meaning the reawakening of vision and intuition. *Metanoic* organizations possess vision, alignment, mastery, and the ability to integrate intuition and rationality, to see the company as a whole and create structures that further that whole.

A successful corporate vision links a person's job with his or her life purpose and generated alignment — that unparalleled spirit and enthusiasm that energizes people in companies to make the extra effort to do things right — and to do the right thing. That is what makes a church uncommonly successful — but only when the vision is

are honored, and given what they need, in order to sense satisfaction in the conclusion of the negotiations.

Improper Methods of Dealing with Conflict

1. Avoid conflict by retreating from it.
2. Avoid conflict by circumventing the major issues and focusing on minor points.
3. Avoid conflict by dealing with side issues.

A Scriptural Approach to Handling Confrontation

1. Make sure you are dealing with facts, not guesses or hearsay. "Never convict anyone on the testimony of one witness. There must be at least two, and three is even better (Deut. 19:15, LB)."
2. Always make the initial confrontation in private between you and the person involved. "Discuss the matter with him privately. Don't tell anyone else, lest he accuse you of slander (Proverbs 25:9, 10, LB)."
3. If the other person involved refuses to resolve the problem privately, take someone with you and try again. "But if he will not listen to you, take one or two others with you so that everything that is said may have the support of two or three witnesses (Matt. 18:16, Phillips)."
4. If the person continues to resist resolving the conflict, you may need to dissolve the relationship (Matt. 18:17).

Thoughts to Keep in Mind

1. "It is to a man's honor to avoid strife, but every fool is quick to quarrel (Proverbs 20:3)"

2. Conflict provides an excellent opportunity to serve others. Jesus said, "If someone wants to sue you and take your tunic, let him have your cloak as well. If someone forces you to go one mile, go with him two miles (Matthew 5:40, 41)."
3. Be committed to resolving conflict quickly. The longer the conflict continues, the more difficult it is to resolve.
4. Take the initiative in confronting those involved. Don't wait for them to come to you. "If your brother wrongs you, go and have it out with him at once (Matthew 18:15, Phillips)."
5. Even though hostility and anger are present in conflict, avoid angry arguments. "A patient man has great understanding, but a quick-tempered man displays folly (Proverbs 14:29)."

Action Exercises

1. What are the various means we can use to effectively keep our congregation informed? List those you are using and brainstorm concerning other possibilities. Do your people feel they are well informed about what is going on?
2. Evaluate the last conflict you had. Did you use the rules for effectively resolving conflict, and communicating clearly that are listed in this chapter? How could you have done better? Do you want to post some of these rules or carry them with you in a notebook? In the Worksheet section at the back of this book you will find these rules in full page typeset style, suitable for posting or for covering in plastic and carrying with you.
3. Complete Worksheets 10, 15, 16, 17, 18, 19 located in the back of this book.

Chapter Eight

Building Team Spirit

Building Team Spirit

"Unless the Lord build the house, those who labor, labor in vain." "Where the spirit of the Lord is there is liberty." "Behold, how pleasant it is for brethren to dwell together in unity ... It is like oil that flows down.... There the Lord commandeth the blessing." Without strong love, trust, loyalty and openness, there is no team and there is no ministry. So what can we do to build the team spirit, both within the five fold team and within the local assembly?

A good number of things have already been mentioned in previous chapters. Team members showing interest and input for ministries other than their own, especially in the orchestrating of key events, shows great team support and assistance. Maintaining open lines of communication, and servanthood stances toward one another; honoring one another's input; having fun times together outside of the ministry responsibilities: these are all vital to building unity on the leadership team.

Weekly Staff Meetings

The weekly staff meeting is a key place where team spirit is either enhanced or broken. It may be best not to conduct the staff meeting in the office

of the apostle, so that any sense of intimidation is removed. If it must be held in his office, it would be best if he did not sit behind his desk. It tends to give him an inordinate amount of authority. The fact that he is the chief of staff already stacks the deck in his favor, without also putting him behind the desk of authority. Even though he is not placed in an authoritative position, he should still moderate the meeting, and guide the conversation to keep it on course.

When I served a church as senior pastor for five years, we began weekly staff meetings with an hour of praise, worship and prayer together. That truly prepared our hearts for an effective spiritual time of sharing together.

I would suggest that the next item on the agenda of a staff meeting is your personal lives. How is each one doing? Do they need any special prayer? Are they struggling in an area? Support and care for one another before business is always proper, I believe. Whenever I talk with the Lord, relationship is always more important to Him than business. Business is to flow out of relationship, not vice versa. This is a bit hard for recovering workaholics (like myself) to handle, but God is steadily transforming me by His marvelous grace, and I am more relational today than I have been in the past.

During the relational time of sharing, you may want to cover one of the worksheets from the back of this book. It can precipitate meaningful discussion on the strength of the team dynamics currently operating within your team.

You may also from time to time study together and discuss a book which one of the team members suggests as being vital and life-giving to the team at this stage of their growth.

As you go on to current business, I think a place to start will be with a brief review of the Sunday service. Was it all that you desired it to be? Were the prophecies accurate and life-giving? Did the gifts of the Holy Spirit operate freely? Was there good altar ministry? Was there a good life flow in the worship and in the message? Are there any suggestions for improving any of these in future weeks?

One pastor in South Africa shared with me his mentoring experience. When the senior pastor was away, his associate would preach and conduct the service. When the senior pastor returned, they would sit down together over lunch and examine the statistics of the last Sunday's service. How many were saved? How many were healed? How was the offering? He learned in a hurry to give attention to the flow of Holy Spirit power and anointing in the service. He now has a large church of his own.

I suppose each church needs to develop its own evaluation for its Sunday services. Following is a proposed evaluation worksheet for you to consider.

Five Fold Service Evaluation Worksheet

Businesses ask hard questions on a weekly or monthly basis ("What about the bottom line?"). So should the church. Mistakes should not be considered failures but simply learning experiences. The team commitment is **to be even better next week**. The **whole team** takes responsibility for both wins and losses.

Instructions: Each staff member should complete this evaluation worksheet before or during the weekly staff meeting. Results can be totaled and prayer and discussion may follow as needed.

The "cutting edge church" must serve
the people of God **well!**

Evangelist = How many were saved? _____
How many were filled with the Spirit? _____
Was there a strong spirit of joy and celebration?
1 2 3 4 5

Pastor = Did healing (physical, emotional & spiritual) take place in prayer ministry (either at altar or in seats)? 1 2 3 4 5
Were people greeted at the door? 1 2 3 4 5
Were people built up in love? 1 2 3 4 5

Prophet = Was there a free, mature flow of the gifts of the Holy Spirit? 1 2 3 4 5
Was there a strong life flow in the worship?
1 2 3 4 5
Was there a strong spirit of faith present?
1 2 3 4 5

Teacher = Was there a strong life flow in the sermon? 1 2 3 4 5
Was the sermon practical, clear, challenging?
1 2 3 4 5
Are those saved being personally followed up?
1 2 3 4 5

Apostle = Was the service orderly and balanced? 1 2 3 4 5
Was the service free from a spirit of control?
1 2 3 4 5
Were the tithes and offerings good?
1 2 3 4 5

Prayer of thanksgiving and celebration for strong points of service...

Prayer for revelation on how to strengthen weaker parts of service...

Typical Agenda of a Weekly Five Fold Staff Meeting

1. Spiritual praise and worship (John 4:23)
 2. Prayer in the Spirit (Eph. 6:18)
 3. Interpersonal ministry (sharing one another's burdens)
 4. Study (evaluation of a worksheet or a current book)
 5. Evaluation of Sunday's service
 6. Discussion of topics brought forth by:
 - Apostle
 - Prophet
 - Evangelist
 - Pastor
 - Teacher
 7. Close in worship and prayer.
- Possible meal together

Quarterly Evaluation Worksheet

Number of people currently in training _____

Percent of congregation that has or is experiencing training _____

Number of people in ministry _____

Percent of congregation currently involved in ministry _____

Change in attendance for the last quarter _____%

Number saved _____

Number taken into membership _____

Financial growth for last quarter _____%

Total Tithes & Offerings \$ _____

The Annual Staff Retreat

The annual staff retreat may be for just the staff or for the staff and their spouses, depending on what you sense is right in the Lord. It should be a time of strengthening relationships and relaxing and playing together as well as working together. It is best to get away to a relaxing setting where you are free from phones and interruptions and the temptation to return home or to the office. If it is a three or four day retreat, the first day may be considered a personal retreat which individuals spend on their own with God asking Him to help them evaluate their own lives over the last year.

Questions for a Personal Retreat

Journal prayerful answers to the following questions. If repentance is necessary, spend time before God in repentance and times of refreshing.

1. Lord, am I stronger today than I was a year ago?
2. Lord, is sin being progressively overcome in my life?
3. Lord, have Your goals for my life last year been fulfilled?
4. Lord, is my heart purified with Your tender love?
5. Lord, is my heart full of Your faith?
6. Lord, is my heart full of Your joy?
7. Lord, is my heart full of Your peace?
8. Lord, are the fruits and gifts of Your Holy Spirit flowing freely in my life?
9. Lord, what are Your goals for me for next year?
 - family
 - ministry
 - growth in talents

If spouses come along with the staff they, too, will enjoy the benefits of a personal retreat alone with God. After the personal retreat, the staff may want to get together to share with one another what God has been revealing to them. It can be a time of mutual prayer and support and encouragement of one another. Spouses may get together as a group for a similar experience or if it seems good in the Spirit, spouses may join together with the staff for a corporate time of sharing and praying and encouraging one another.

Then you can come together as a staff to work together on some of the following questions. It may be effective to have spouses meeting together with the staff as they often give a complimentary perspective. This will result in a more complete picture when all is said and done.

Questions to Answer During the Annual Staff Retreat

Begin with worship and prayer.

1. Lord, how did we meet Your goals for us last year?

2. Lord, what do we do best?
 3. Brainstorming session:
How can we capitalize on our strengths to promote church growth?
What areas can we improve in?
What are some ways we can improve in these areas?
What can we do that we are not now doing?
 4. Lord, what are You saying to the church at large at this time?
 5. Lord, what are You saying to our local assembly at this time?
 6. Lord, what goals do You want us to adopt for the next year?
- Close with prayer of thanksgiving.

Fundamental Rules for Brainstorming Sessions:

1. Judgment and criticism are forbidden.
2. Freewheeling is welcomed.
2. Go for quantity.
3. Seek to combine and improve ideas as they are mentioned.

Additional Guidelines for Brainstorming

1. Make your problem specific, rather than general.
2. Use brainstorming only for problems that call for idea- finding, rather than judgment.
3. 30 minutes is a good length for a brainstorming session.
4. Begin the brainstorming session by explaining the four basic rules given above. Put them on a chalkboard or a placard.
5. Avoid an atmosphere of perfectionism. Keep it fun.
6. Encourage ideas that are sparked by previous ideas. Encourage a chain reaction, where individuals feed creatively off the ideas of others.

7. Have a non-participant present to record every idea that is mentioned.

Why Brainstorming Works

1. Through chain reaction, you spark each others' creativity.
2. People tend to think up more ideas in a group than alone.
3. When competing to think up ideas, output can be increased by 50%.
4. Accepting all ideas rewards individuals for their behavior.

Return to journaling after brainstorming, asking God which of these ideas He wants you to work with at this time. Make sure that you are in the presence of the Lord as you journal, so that you are not praying with an idol in your heart (i.e. the issue you are praying about). Record in your journal what the Lord says.

Developing a Yearly Calendar

At your annual retreat you may establish a work calendar indicating the various stages necessary to launch the events of the year. Show a line on the calendar for each event, with a date to indicate when each stage of the program is to be launched. You can color-code lines to distinguish between projects. The bottom of the page is one example of the large calendar.

If it is decided to put on a major drama or pageantry production to declare a prophetic truth to the community as well as to evangelize and build up the church body, the yearly planning calendar may look like this.

1. Establish committee chairman for various aspects of production.
2. Communicate clearly with all groups to be involved, enlisting support.
3. Enroll people in committees.
4. Begin practice.
5. Begin publicity.
6. Stage production.

July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
					●	●	●	●			

7. Conduct follow-up of converts.

A large church may have many such lines on their annual calendar. This will help the staff understand the various ministries and demands on people's time, as well as the building needs.

Wives and Women in Various Roles

In the Scriptures we find women serving in many leadership roles. As long as they are not usurping authority over their husbands but are walking in submission and as servant leaders, I feel the church will discover a great richness as they embrace the ministry of women in various roles. Following is a partial list of woman in ministry in the Holy Scriptures.

Women Prophetesses in the Old Testament:

- Miriam (Exodus 15:20)
- Deborah (Judges 4:4; 5:7-15)
- Huldah (2 Kings 22:12-20; 2 Chronicles 34:22)
- Isaiah's wife (Isaiah 8:1-3)

Woman Ministering in the New Testament

"And it shall come to pass in the last days," saith God, 'I will pour out of my Spirit upon all flesh: and your sons and your daughters shall prophesy, and your young men shall see visions, and your old men shall dream dreams' (Acts 2:17)."

- Anna the prophetess (Luke 2:36-38)
- Mary's song (Luke 1:46-55)
- Mary anointed Jesus for his burial (John 12:1-8)
- Two woman heard the first announcement of Christ's resurrection, by Jesus Himself (Matthew 28:9,10).
- There were woman present in the upper room (Acts 1:13-15).

The first person in Europe whom God opened their heart to the gospel was a woman, Lydia (Acts 16:14).

Priscilla and Aquilla taught together as teachers (Acts 18:24-26).

Philip's four virgin daughters were Prophetesses (Acts 21:9).

Phoebe (Romans 16:1,2 — called a servant: the Greek word *diakonas* is translated "deacon" three times, "minister" twenty times, and "servant" seven times).

Woman may pray and prophecy in church (1 Corinthians 11:5).

Older woman are to teach younger woman (Titus 2:4,5; 1 Tim. 5:2).

Limitations of Women in Ministry

Woman are not to **usurp authority** over men. As far as that goes, neither are men to usurp authority over men. We are all to be servant leaders. If a woman is not domineering, she may serve in many effective roles in the church. Women are (as a group) especially gifted, it appears, to be more compassionate and even prophetic than men, possibly because these are both right brain functions, and women tend to be (by and large) more open to the right side of their brains than men are. Obviously there are exceptions to this generalization. I think a church that receives women to function in the prophetic and pastoring roles would find great blessing coming back in return. (Do not take the last statement as a limitation, saying that woman can only minister in these two roles.)

Action Exercise

Do Worksheets Number 23 through 28 located in the back of this book.

church. Perhaps you have come to a standstill in a certain area or in several areas. Possibly people are not moving on into ministry, or the gifts of the Holy Spirit are not operating freely in the services, or numerical growth is not pushing forward, or tithes and offerings are dropping off. If the leadership team has done everything it knows to do and they still cannot remedy the situation, it would be wise to call on outside help.

How Outside Help Functions

Does outside help come in as a consultant or as the authoritative voice which all must listen to and obey? Do they have authority to demand, or do they implore?

Paul is writing to the Corinthian church, a church he had been the apostle to in its founding. In 2 Corinthians he is addressing many problems which he has heard about there. Paul does not feel he has the authority to issue demands to them because he has placed that church under a leadership team composed of elders. Therefore he says, **"I urge you to ... (2 Corinthians 2:8). It is not a demand — even by the founding apostle. Rather it is an entreaty. Paul asks them to "Be imitators of me, just as I also am of Christ" (1 Corinthians 11:1). He does not use coercive power, but rather the power of authentic spiritual respect. If they respect him, would they please follow him.**

The authority that is available to those outside the local five fold leadership team is that of appeal, as they have proven themselves to the local leadership team and that team looks to them for revelation knowledge at times when they are in need.

Unfortunately, I have seen denominations and even affiliations of churches threaten local pastors with taking their churches away from them if they do not toe the denominational line. This is tragic, as often a pastor who is progressing in the Spirit is thwarted and must either deny or postpone the direction of God for the local assembly, or leave the denomination, often with hard feelings and church splits. This ought not to be. We do not lord it over people under our leadership, as the heathen do, but we serve them and give our lives for them,

and give them freedom to leave whenever they would so desire.

From that time many of his disciples went back, and walked no more with him. Then said Jesus unto the twelve, **'Will ye also go away?'** Then Simon Peter answered him, 'Lord, to whom shall we go? thou hast the words of eternal life' (John 6:66-68).

Jesus never used coercive power. He did not demand obedience or loyalty. He always relied on authentic spiritual authority. Coercive power belongs to the world and its ways. Let us put it aside and live as Jesus did. Derek Prince, a noted Bible teacher and Greek and Hebrew scholar, has stated that any authority structure above the local board of elders is a papacy. I believe I agree.

Authentic Spiritual Relationships

The relationships that the local five fold staff form with other five fold ministers outside the local staff are **not legislated** by a central administrative office, but are **authentic spiritual relationships** which arise out of growing dynamic ongoing personal relationships. Some denominational headquarters appoint regional overseers to whom all churches in the region need to relate. However, what if there is no authentic spiritual relationship between the local pastor and the regional coordinator? It is the Spirit that gives life, not some legislated form. Christianity is an organism first and foremost, and if structures can be found that enhance the growth of the organism (i.e. the body of Christ), then these structures may be acceptable. If, on the other hand, structures are formed which do not take into account the natural growing dynamic of the organism, these structures soon become **legalistic bondage and death**.

As I see it at this point of my spiritual growth, God has established true spiritual authentic relationships rather than legislated ones. I think each leadership team should be free to network across the nation and around the world with those people who are speaking prophetically into their lives. And this networking may be elastic and changing, as the winds of God shift the Church at large and each local body individually.

It is possible that each individual on the team may have some key networked relationships of their own, while at the same time, the team as a **group** may agree to some key people that the team at large feels comfortable with and has respect for. These outside relationships should be discussed and agreed upon regularly so they are always in place and there is no need to scramble around trying to find and agree upon them when they are needed.

The Staff Ministering Outside the Local Church

While in Malaysia this year, I ministered at Peter Tan's 1000 member church in Kuala Lumpur. This dynamic teacher and healing evangelist is seeking to restore the five fold ministry to the church at large. One policy he has established is having various five fold ministries relate to his church as elders, while at the same time having their own legal organizations and traveling ministries outside the local church. He is helping raise up many five fold ministries in this manner. They have a place to call home. They have a place to minister while they are home, and a chance to have input on a leadership team. They can even

receive financial reimbursement for the ministry they do while at the home church. However, at the same time, they have their own legally set up ministry which propels them into ministry in many areas and into many churches outside their local church.

I believe this is a God-ordained model which others can follow. We will follow it ourselves in any churches we set up and encourage others to prayerfully consider it also. For example, I minister as a prophetic teacher to the body of Christ at large through "Communion With God Ministries Inc.," a 501.C3 corporation of which I am president. I also serve on the five fold leadership team of our local church in whatever capacity the local church is recognizing me in. That may be as a prophetic teacher, or that may be in some other five fold role. Others on our leadership team are also encouraged to have their own separate ministries to the body of Christ at large, if God has so called them, while they continue to relate to us as a five fold elder in our local assembly.

Action Exercise

Complete Worksheets Number 20 and 21 located at the back of this book.

Chapter Ten

Entering and Exiting the Team

Training Your People for Five Fold Ministry

I believe that "each one has received grace" (Ephesians 4:7) for five fold ministry. It may not be on the leadership staff of a local church, but each one has received grace. It is when we discover our heart motivation and function effectively in it that God's grace through us is maximized and our joy is complete. Then life is worth living. It is full of excitement and flow and joy overflowing. So we need to help each person discover his heart motivation and area of ministry. We do that in the following way in our church.

We have a two year discipling experience that trains in spiritual sensitivity and discovery of the five heart motivations. It involves being mentored by people who are skilled in the area you sense God is taking you into. It begins within two weeks of the time that you accept Jesus as your Lord and Savior.

Within two weeks of salvation the young convert is introduced to his home study course on salvation and baptism in the Holy Spirit. He works through the course with a mentor who makes sure

he fully understands and appropriates both of these experiences in the Holy Spirit.

Then we de-program him from whatever error he has learned in religious education in our course "Release From Religion." He is now ready to receive a new vision for what the church is really supposed to be, so we offer the course "God's Vision, A Supernatural Church."

We go on to mold his character in the course "The Fruit of the Holy Spirit." We provide a "Through the Bible Series" to ground him in Scriptures, and a foundations course, as well as our courses "Discovering Your Giftedness," and "Mentoring."

We train in hearing God's voice, letting Him counsel emotional hurts, and the release of His power and anointing out through his life. We train him how to hear God through his dreams (Num. 12:6).

Then we offer two specialized courses in each of the five heart motivations behind the five fold ministry. These are followed by practicums and specialized mentoring. A one page overview of this program follows.

Communion With God Ministries

Discipling Experience

✓ Spiritual Knowledge

✓ Real Life Skills

✓ Mentoring to Maturity

✓ Apprenticeship into Vocation/Ministry

✓ Receive an Accredited Bachelors Degree

	INDEPENDENT STUDY	INDEPENDENT STUDY WITH Sunday School or Home Cell Backup	CLASSROOM STUDY
Core Courses 81 CREDITS	<ul style="list-style-type: none"> • Salvation and Baptism in the Holy Spirit • Release from Phariseeism • God's Vision: A Supernatural Church • The Fruit of the Holy Spirit • Caring For One's Body • Mentoring 	<ul style="list-style-type: none"> • Discovering Your Giftedness • Through the Bible Series 1-8 (8 Quarters) • Foundations of Life • Contemporary Issues • Communication Skills 	<ul style="list-style-type: none"> • Exploring Worship • Communion With God • Marriage • Parenting Skills • Counseled by God • Spiritual Warfare • Naturally Supernatural • Increasing the Anointing • Dream Interpretation
Personal Preparation for Life & Ministry			

	APOSTLE/ ARCHITECT	PROPHET/ INNOVATOR	EVANGELIST/ MARKETER	PASTOR/ PERSONNEL MANAGER	TEACHER/ RESEARCHER
Major Concentration 39 CREDITS	<ul style="list-style-type: none"> • Building from the Ground Up with God • Principles of Effective Management • The Flow of Life through Organization • Mentoring & Specialized Training • Electives 	<ul style="list-style-type: none"> • Spirit Born Creativity • Principles of Creative Communication • The Flow of Life through Inspirational Creativity • Mentoring & Specialized Training • Electives 	<ul style="list-style-type: none"> • Christian Maturity and the Spirit's Power • Principles for Closure • The Flow of Life through Outreach • Mentoring & Specialized Training • Electives 	<ul style="list-style-type: none"> • Spiritual Aspects of Counseling • Caring Skills • The Flow of Life through the Caring Counselor • Mentoring & Specialized Training • Electives 	<ul style="list-style-type: none"> • Research and Organization • Dynamic Communication • The Flow of Life to Bring Mature Understanding • Mentoring & Specialized Training • Electives
Apprenticeship For Ministry					

Stages of Development to Servant Leadership

The stages of development to servant leadership are indicated in the above overview of our training program. We will briefly review some of the key steps here.

1. Conversion & baptism in the Holy Spirit.
2. Grounding in the Scriptures.
3. Establishment of the fruits of the Holy Spirit in your life.
4. Discovering your heart motivation.
5. Grounding in Spiritual intimacy and release of spiritual power.
6. Training and mentoring in release of your spiritual ministry.
7. Ministering as a servant leader, training and mentoring others.

Remember, the goal for your life will be reached by small steps and the accomplishment of lesser goals. Therefore, before one becomes a five fold paid teacher on a church staff, he will most likely teach in Sunday school and home cell groups or seminars. He can and probably should begin ministering almost immediately after salvation, because your fastest growth comes when you are giving your life away to others. While you are preparing to teach the Sunday school class, you are learning twice as much as the students are. When you are being challenged concerning your beliefs as you witness, you are going back and digging deeper than ever before. Yes, on the road learning is probably the best and fastest way of becoming all God wants you to be.

I gave my life to Jesus at age 15. Within two or three months I was teaching the seven-year-olds Sunday school class in our church, and I have never stopped teaching since. My constant on the road learning was indispensable in bringing me to this point. Classroom training was also beneficial. So we will utilize both on the road learning and classroom training from practically day one in the Christian's life. Young Christians have so many unsaved friends. They should be mentored in evangelism immediately and encouraged and nurtured as they bring friend after friend to the Lord.

Mistakes will be expected. They are a part of life. No bother. We just give additional instruc-

tions and send them right back into it. That is what Jesus did. When he sent the 70 out, they came back rejoicing that demons were subject to them. Jesus corrected them and said that they were to be rejoicing that their names were written down in heaven (Luke 10:20).

I don't care if you wait until converts have had ten years of training before you send them out to minister, they will still make mistakes. However, after ten years of not ministering, they will be so stifled they will most likely be totally useless. Start people ministering almost immediately and provide training and mentoring **together with their ministry**, and watch them grow rapidly into the fullness of our Lord and Savior Jesus Christ.

The Place of a Trial Period

And let these also first be proved; then let them use the office of a deacon, being found blameless (1 Timothy 3:10).

Paul has just finished talking about elders and has begun talking about deacons. He says that deacons should **also** first be proved, which means that elders are also proved before being placed into office. One way they could be proved is to serve as deacons for a while. In this case they would be serving the elders directly and working alongside the elders. The elders could observe their faithfulness and effectiveness, and their ministry could emerge out of their service. This is exactly what happened to Stephen and Philip. They were chosen as deacons (Acts 6) and were soon ministering in ways beyond their initial responsibilities. They were growing out of one ministry into another. This should be a natural expected sequence in those we are "proving" for eldership.

Reimbursement of the Five Fold Staff

A workman is worthy of double honor, especially those who rule well.

It is to be expected that those who give in spiritual ministry are to receive back in financial remuneration. The remuneration will depend on several

things: how able the church is to compensate; whether the work is full time or part time; what other sources of compensation the elder has. Since the five fold staff will be able to set up their own ministries and conduct ministry outside the local assembly, they will find a portion of their income coming in from this outside ministry. Therefore, each of the above items needs to be taken into consideration as salaries are set. Paul was a tentmaker during parts of his missionary trips. Some five fold ministers may also serve in tentmaking roles. I personally am coming to the point where I have sought to use tentmaking (various kinds of business) to support myself in the ministry. This way I feel freer in my spirit to be and do all God is asking me to do without fear of people or loss of salary. We are seeking to support our entire five fold team through tentmaking roles (which are not time consuming) so that much money is freed up for other aspects of the ministry. The other value of elders in tentmaking roles is that it keeps them attuned to the reality which the people in their congregations work with on a daily basis. That may conceivably make their ministry to them more practical and life giving. A sacred/secular split in my mind-set can be very damaging to my overall ministry. For I need to remember that:

The earth is the LORD'S, and the fulness thereof; (Psalms 24:1).

Ongoing Involvement after Leaving the Team

There are many reasons why one may leave the team. For example, you may be sent out to begin another work. In this case, birthing is taking place. Birthing is usually a painful process for both mother and child. Preparation can make it less so, but not completely stress free. In natural birthing, there is a thrusting forth of the new, which is then immediately embraced and nurtured by the old. It is very important that bonding take place quickly in the natural and in the spiritual. The pain of birthing a new ministry can leave rejection, anger, bitterness and division if the new is not immediately embraced by the old. It is always the responsibility of the parent to instigate bonding.

Another time you may leave the team is when you take up a position on another team. In this situation you would seek to maintain a warm relationship with the eldership team which you are leaving.

You may also leave a team when you sense a change in your calling which is confirmed by the other members on the team. Gifts and callings do change as is evidenced by the life of Paul. He began in the Antioch church as a prophet or teacher (Acts 13:1) and later calls himself an apostle (Gal. 1:1).

If an elder falls into gross sin and is unrepentant, he would be asked to step down from his position until repentance and restoration had been completed (Matt. 18:15-18).

How Large Does the Team Become?

As we mentioned briefly in an earlier chapter, a church just starting may only have a couple of people in the leadership team, who between their blends of giftedness manifest most or all of the five fold gift ministries. As the church grows, you will find this team grow to five people and even more than five. A large church may have 15 to 20 on the leadership team with many varied blends of ministry gifts which suit specific needs arising in the church ministry.

Blends and Specialists on Teams

I think the possible blends in people's giftings is probably endless. You can have prophetic teachers, and teaching apostles, and prophetic apostles, and prophetic evangelists and evangelistic teachers, and pastor teachers, and

As a church grows it may have a prophet on staff, whose main ministry is in the area of prophecy. You may also have a prophetic worship leader on staff, whose main ministry is leading prophetic worship. You may also have a person on staff who serves in the area of prophetic arts, who is responsible for pageantry, and dramatic productions, and prophetic banners, etc. Only in the endless creativity of God will we find limits to the creative

expression that takes place through the church and on the church leadership team. So let your hearts soar into the limitless expanse of Almighty God. As you soar as a team you will find that you cross pollinate one another and growth is geometric. Enjoy your flight in the Spirit!

Job Description Worksheet

Clear job description and role expectations are essential for smooth running of a team. Job descriptions are never static, but always evolving as the team grows and as individuals on the team grow. Job descriptions should be evaluated yearly, and even during the year if a situation necessitates it. The entire team should have input on the job description, (including the one for whom the job description is being written). The goal is to maximize the individual's gifts and calling and at the same time effectively meet the needs of the growing team ministry. Probably each of us will have to do some things we are not crazy about doing. However, we should do everything in our power to place people as completely as possible in the area of their gifting.

Following are some things you should be sure to include in the job description.

1. Generalized role description.
2. Specific responsibilities, including which services they should attend.
3. Specific powers and limitations of power.
4. Funding available for ministry functions.
5. Available secretarial assistance and available equipment.
6. Salary, housing and car allowance.
7. Who they are responsible to and what reports are to be filed.
8. Who is responsible to them.
9. Time expected on job and what day is off.
10. Time expected in office.
11. Vacation time.
12. Time available for ministry outside local assembly.

Action Exercise

Work with Worksheet Number 12 located in the back of this book.

Chapter Eleven

Comparing Various Forms of Church Government

Styles of Leadership

The church has tried about every style of leadership known to man in the governing of local assemblies. I think I have tried them all myself. They include Democratic, Dictatorial, Bureaucratic, Denominational, and Five Fold. Let us look at some of the strengths and weaknesses of each. (Examine chart on following page now.)

The blessings of the denominational network are worthy of note. They include the providing of a rich heritage and tradition, stability, longevity, continuity, being a sense of something larger than ourselves, and input from outside the local assembly. May I suggest that a church practicing the five fold leadership team style of ministry may also obtain these blessings by **effectively networking** with other churches of like interest. I would encourage all congregations to be effectively networked together with others of like belief.

God's anointing rests on men and women rather than systems. No system will work when the people are corrupt. That is why we have placed such stress on the team dynamics. We wish to make sure that godliness is maintained among the team

as well as within team members. Without godliness no system will work.

Every style of leadership has both strengths and weaknesses. Our faith is not in the ones who rule, nor in a style of rulership. Our faith is in God Who rules over and overrules all to accomplish His purposes.

The king's heart is in the hand of the LORD, as the rivers of water: he turneth it whithersoever he will (Proverbs 21:1).

... The most High ruleth in the kingdom of men, and giveth it to whomsoever he will (Daniel 4:23).

However, I believe God's will can be most effectively released through the style of leadership that He has set up for the church, which is the five fold eldership team.

Action Exercise

What style of church leadership does your church function under? Is there any possibility that you may want to adjust it?

Comparing Various Styles of Leadership

Type of Rule	Congregational Rule — Democratic Rule	Church Board Rule — Bureaucratic Rule	Denominational Rule — Ecclesiastical Rule	One Man Rule — Dictatorial Rule	Five Fold Team — Servant Leadership
Definition	Each member of the congregation has equal voice and vote in the decisions of the church.	An elected or appointed group of people make the decisions of the church. Rule by committee, not gifting.	Authority for major church decisions is held by a hierarchy outside the local church. Usually all properties and assets are also owned by this hierarchy.	One person has final authority in the decision making process.	An eldership team governs through servant leadership and makes the decisions of the church through consensus under the anointing of the Holy Spirit. Ideally, each of the five ministries of Ephesians 4:11 would be represented on this team.
Strengths	<ul style="list-style-type: none"> - Honors all men (Rom. 12:10) - Everyone feels like it is his church, and he is important. 	<ul style="list-style-type: none"> - In a multitude of counselors there is safety (Prov. 11:14) 	<ul style="list-style-type: none"> - Provides a rich heritage and tradition. - Provides stability, longevity and continuity. - Gives the local congregation a sense of being part of something larger than themselves. - Allows for input from outside the local assembly. 	<ul style="list-style-type: none"> - A charismatic individual can promote quick growth as people are drawn to the personality. - It is easy to move in one direction toward a specific goal. 	<ul style="list-style-type: none"> - Provides for balance, spiritual creativity and discernment. - Authority is based on authentic spiritual relationships. - It appears to be the biblical style.
Weakness	<ul style="list-style-type: none"> - The babe in Christ who lacks maturity and spiritual discernment has the same authority as the mature elder. 	<ul style="list-style-type: none"> - Tendency to be mind-oriented rather than revelation-oriented. Spiritual direction sought through "Roberts Rules of Order" and majority rule. - Usually have not discerned the five fold call and gifting among them and therefore do not operate from it. - Often members are elected on the basis of popularity, politics or worldly success which may have little to do with spiritual wisdom and insight. 	<ul style="list-style-type: none"> - The authority structure is rarely based on authentic spiritual relationships but rather decreed from above. - "Any authority outside the local church is a papacy." Derek Prince - If the local assembly deviates from the established norms of the denomination, they may be required to forfeit all property, assets, and everything they have physically built. 	<ul style="list-style-type: none"> - One person is never the full expression of Christ. - If he ever overrules the recommendations of his spiritual counselors, he abandons the safety of submission to a multitude of counselors. - Everyone is wounded in some way. None of us is completely whole spiritually and emotionally. These wounds create blind spots and walls beyond which the Spirit of God is not allowed to move in a meeting or in a church. - If the leader falls, the foundation of the church is destroyed and it crumbles. 	<ul style="list-style-type: none"> - One man can block the flow. - Decision-making process may be slowed down. - Could degenerate into a committee meeting.

Chapter Twelve

Worksheets Available for Reproduction

When and How to Use These Worksheets

These worksheets are designed for ease of use in your weekly team leadership meetings. You can pull any one out and copy it for a hand out in any of the following situations.

1. Any time that you think it could serve in reminding you of some focuses which you want to keep in mind.
2. When you want to have a short prayer or Bible Study time and strengthen some of these foundations.
3. When you are in a tough situation and need some spiritual reminders to help bail you out.

You may also want to post some of these on your walls as motto's.

They are broken into four categories to help you locate specific topics easily:

Section One — Twelve Worksheets that Deal with Foundations for Five Fold Eldership Teams

1. Eldership Qualification Worksheet

2. Three Key Ingredients For Success Worksheet
3. Five Main Ministry Functions
4. Five Heart Motivations Profile Questionnaire
5. Staff Philosophy Worksheet
6. Interpersonal Commitments to One Another Worksheet
7. "One Another" Commands
8. The Bottom Line of a Five Fold Ministry Team
9. Building the Spirit
10. Worksheet for Creating and Maintaining *Metanoic* Alignment
11. Personal Development in Servant Leadership
12. Job Description Worksheet

Section Two — Two Worksheets on Power, Authority and Consensus

13. Three Types of Authority
14. Rules for Consensus Decision Making

Section Three — Seven Worksheets that Deal with Communication Skills

15. Principles for Effective Communication
16. I Appreciate You
17. The Positive Aspects of Disagreement
18. Seek the DOUBLE WIN by Becoming a Principled Negotiator
19. A Scriptural Approach to Handling Confrontation
20. Resolving Team Problems
21. Outside Assistance

Section Four — Seven "Five Fold" Evaluation Worksheets

22. My Team
23. Five Fold Service Evaluation Worksheet
24. Five Fold Kinship Group Evaluation Worksheet
25. Agenda of a Weekly Five Fold Staff Meeting
26. Quarterly Evaluation Worksheet
27. Questions for a Personal Retreat
28. Questions to Answer Together During the Annual Staff Retreat

May the continuous use of these worksheets help keep your team and ministry strong and healthy.s

Section One

Worksheets that Deal with Foundations for Five Fold Eldership Teams

WORKSHEET NUMBER ONE

Eldership Qualification Worksheet

Circle 1 - 5 for each quality as it applies to your life at this time. Pray now and ask the Holy Spirit to help you answer these questions.

1 = Very little

2 = Not much of the time

3 = Some of the time

4 = Most of the time

5 = Almost all of the time

QUALIFICATION	STRENGTH				
1 Timothy 3:2-7					
1. Blameless	1	2	3	4	5
2. Husband of one wife	1	2	3	4	5
3. Vigilant	1	2	3	4	5
4. Sober	1	2	3	4	5
5. Of good behavior	1	2	3	4	5
6. Given to hospitality	1	2	3	4	5
7. Apt to teach	1	2	3	4	5
8. Not given to wine	1	2	3	4	5
9. Not a striker	1	2	3	4	5
10. Not greedy of filthy lucre	1	2	3	4	5
11. Patient	1	2	3	4	5
12. Not a brawler	1	2	3	4	5
13. Not covetous	1	2	3	4	5
14. Rules well his own house	1	2	3	4	5
15. Has his children in subjection	1	2	3	4	5
16. Not a novice	1	2	3	4	5
17. A good report of them which are without	1	2	3	4	5

Titus 1:6-9

18. Having faithful children	1	2	3	4	5
19. Not accused of riot or unruly	1	2	3	4	5
20. Not soon angry	1	2	3	4	5
21. Not given to wine	1	2	3	4	5
22. A lover of good men	1	2	3	4	5
23. Sober	1	2	3	4	5

5 21 24 25

24. Just 1 2 3 4 5
 25. Holy 1 2 3 4 5
 26. Temperate 1 2 3 4 5
 27. Holding fast the faithful word 1 2 3 4 5
 28. Able by sound doctrine to exhort 1 2 3 4 5
 29. Able to convince those who contradict 1 2 3 4 5

1 Peter 5:2-3

30. Ability to feed the flock 1 2 3 4 5
 31. Oversees willingly 1 2 3 4 5
 32. Not being lords over the flock 1 2 3 4 5
 33. Examples to the flock 1 2 3 4 5

Total of above 113

Divide total by 33 to find your average score.

113/333.42

1 = Very little

2 = Not much of the time

3 = Some of the time

4 = Most of the time

5 = Almost all of the time

WORKSHEET NUMBER TWO

Three Key Ingredients for Success Worksheet

"And the Lord came down to see the city and the tower, which the children of men built. The Lord said, 'Behold, the people are **one**, and they have **all one language**; ...**and now nothing will be restrained from them**, which they have **imagined** to do. Let us go down, and confound their language, that they may not understand one another's speech' (Genesis 11:5-7)."

The following three ingredients were found among those who were building the tower of Babel in Genesis chapter 11. Circle the number that best represents the level of these three ingredients among this leadership team.

"1" = Hardly present at all. "5" = Present most of the time.

- | | | | | | |
|---|---|---|---|---|---|
| 1. Unity of spirit | 1 | 2 | 3 | 4 | 5 |
| 2. Excellent communication | 1 | 2 | 3 | 4 | 5 |
| 3. A clearly imagined or visioned goal or purpose | 1 | 2 | 3 | 4 | 5 |

List the things currently being done that enhance these three key ingredients.

List the things you would suggest could be done to further enhance these three key ingredients.

WORKSHEET NUMBER FOUR

Five Heart Motivations Profile Questionnaire

After each statement, write the number which corresponds to the degree you believe the statement is true for you. As a general principle, it is best to go with your first, instinctive reaction, without deep thought or analysis.

Strongly Agree 5
Mildly Disagree 2

Mildly Agree 4
Strongly Disagree 1

Neutral 3

1. I like taking charge of and overseeing others. _____
2. I enjoy inspiring others. _____
3. I love selling. _____
4. I love helping people. _____
5. I love discovering things. _____
6. I like building things from nothing. _____
7. I get many creative and inspirational ideas. _____
8. When I am excited about something, I share it with everybody. _____
9. I can usually help people with their problems. _____
10. I will stay up most of the night when involved in investigative research. _____
11. I enjoy managing people and projects. _____
12. I enjoy developing new projects rather than managing old ones. _____
13. I believe I have the answer to your problem. _____
14. When I see a hurt, I want to make it better. _____
15. I enjoy pulling out hidden facts. _____
16. I have a commitment to see that every part of the organization is running smoothly. _____
17. I love to find new ways for expressing things. _____
18. I enjoy winning people to my way of thinking. _____
19. I am a good listener. _____
20. I enjoy teaching. _____
21. I enjoy being responsible for multiple tasks. _____
22. I often find myself out of step with those around me. _____
23. I do not take "no" as personal rejection. _____
24. People tend to tell me their problems. _____
25. I don't believe something unless I can prove it. _____
26. People tend to look to me for leadership. _____
27. I believe that everything can be improved upon. _____

28. I am an extrovert. _____
29. Relationships are more important than productivity. _____
30. I am very organized. _____
31. I can see things that need to be done and effectively direct others in accomplishing them. _____
32. I generally challenge the status quo. _____
33. I can usually bring a person to my way of thinking. _____
34. I enjoy counseling people. _____
35. I enjoy analyzing things. _____
36. I like to have personal experience in all the areas I oversee. _____
37. I enjoy music, art, drama, and other forms of creative expression. _____
38. People sometimes tell me I'm pushy. _____
39. I go to people when they are hurting. _____
40. I enjoy seeing truth presented line upon line. _____
41. I'm happiest when all the details fit together in a complete whole. _____
42. I frequently discern and incisively speak into the heart of a matter. _____
43. I come across as very personable. _____
44. I stand with people when they go through trouble. _____
45. I enjoy reading. _____

SCORING KEY

Total up your points for the following numbers:

Apostle/ Administrator	Prophet/ Innovator	Evangelist/ Marketer	Pastor/ Personnel Manager	Teacher/ Researcher
1. _____	2. _____	3. _____	4. _____	5. _____
6. _____	7. _____	8. _____	9. _____	10. _____
11. _____	12. _____	13. _____	14. _____	15. _____
16. _____	17. _____	18. _____	19. _____	20. _____
21. _____	22. _____	23. _____	24. _____	25. _____
26. _____	27. _____	28. _____	29. _____	30. _____
31. _____	32. _____	33. _____	34. _____	35. _____
36. _____	37. _____	38. _____	39. _____	40. _____
41. _____	42. _____	43. _____	44. _____	45. _____
Total Columns below:				
_____	_____	_____	_____	_____

WORKSHEET NUMBER FIVE

Staff Philosophy Worksheet

Rank how true you sense each of the following statements is of your involvement on the Ministry Team. Rank them "1" to "5" with "1" being "hardly true at all," and "5" being "very true".

1. **We are the people of God before we are the servants of God.** 1 2 3 4 5
Our lives together are more important to us than our ministry together. Therefore the first part of our staff meetings will encourage personal ministry among the five fold team.

2. **We share our personal lives together** 1 2 3 4 5
Genuine *koinonia* is the basic root that nourished the body together. Therefore, we participate in extra-curricular activities together in a non-exclusive way, and seek times of fun and celebration together.

3. **We are committed to the whole church's ministry, rather than to our individual ministry. We see everyone and every part as equally important.** . . . 1 2 3 4 5
Every success or failure will be considered the success or failure of the entire team. We are totally committed to each other's success.

4. **We concentrate on a common philosophy of ministry.** 1 2 3 4 5
Each of us is totally committed to fulfilling the common philosophy of ministry that has been worked out by the team.

5. **We work on a consensus rather than on a majority.** 1 2 3 4 5
We believe the honoring of each of the five fold heart motivations is critical to our overall success.

6. **We see differences as strengths in personalities.** 1 2 3 4 5
We do not seek our own but we bear all things, believe all things and endure all things.

7. **We believe that it can't happen through us until it happens to us.** 1 2 3 4 5

WORKSHEET NUMBER SIX

Interpersonal Commitment to One Another Worksheet

Rank how true you sense each of the following statements is of your involvement on the Ministry Team. Rank them "1" to "5" with "1" being "hardly true at all," and "5" being "very true".

1. **The Commitment to Agape Love** 1 2 3 4 5
 "I will love you and affirm you no matter what you have said or done. I love you as you are and for what Christ wants to make of you."

2. **The Commitment to Availability** 1 2 3 4 5
 "I commit to give a regular part of my time to you. I consider this time to be of highest priority."

3. **The Commitment to be Open** 1 2 3 4 5
 "I will show myself to you, letting you know who I am as a person."

4. **The Commitment to Pray** 1 2 3 4 5
 "I commit myself to pray for you, to uphold you and to attempt to be sensitive to the Holy Spirit concerning your needs."

5. **The Commitment to be Honest** 1 2 3 4 5
 "I will speak the truth to you in love."

6. **The Commitment of Confidentiality** 1 2 3 4 5
 "What goes on in our relationship stays between us. I will not share anything that could be injurious or embarrassing about you."

7. **The Commitment to be Accountable** 1 2 3 4 5
 "I will seek continuous growth into the fullness of Jesus Christ, and you may ask me how I am doing from time to time."

WORKSHEET NUMBER SEVEN

“One Another” Statements and Commands

From time to time, it may be wise to review the “One Another” statements and commands found in the New Testament together as a staff. This can be a check-up to help you maintain focus as you travel down the road of life. They are as follows:

- | | | | |
|-----|--------------------------------------|------------------------|-------|
| 1. | Members of One Another | — Romans 12:5 | _____ |
| 2. | Devoted to One Another | — Romans 12:10 | _____ |
| 3. | Honor One Another | — Romans 12:10 | _____ |
| 4. | Be of the Same Mind With One Another | — Romans 15:5; 12:6 | _____ |
| 5. | Accept One Another | — Romans 15:7 | _____ |
| 6. | Admonish One Another | — Romans 15:14 | _____ |
| 7. | Greet One Another | — Romans 16:3-6,16 | _____ |
| 8. | Serve One Another | — Galatians 5:13 | _____ |
| 9. | Bear One Another's Burdens | — Galatians 6:2 | _____ |
| 10. | Bearing with One Another | — Ephesians 4:2 | _____ |
| 11. | Submit to One Another | — Ephesians 5:21 | _____ |
| 12. | Encourage One Another | — 1 Thessalonians 5:11 | _____ |

Application:

1. Discuss ways each of these can be fulfilled most fully in our team relationships.
2. Put “1” through “5” next to each one describing how you feel you are currently expressing yourself toward the team. “1” means “Presence Negligible”, “5” means “Excellent.” Discuss what you have found out about yourself and come together to pray for one another.

WORKSHEET NUMBER EIGHT

The Bottom Line of a Five Fold Ministry Team**Ephesians 4:11-16**

1. Equipping the saints
to do the the work of the ministry
For the building up the body of Christ
2. Until we all come to the :
Unity of faith
Knowledge of the Son of God
A complete man = the fullness of Christ
3. No more children tossed about by doctrine
but speaking the truth in love
Growing up into Him in all things, who is the head
Living as a properly joined body with every joint supplying that part which it is to be supplying.
Makes the body grow in love.

Put a check next to each of the above statements (lines) which is fulfilled by the activity we are currently planning or the structures we are currently implementing.

Does our activity or structure facilitate the vision of Ephesians 4:11-16? _____

WORKSHEET NUMBER NINE

Building the Spirit**Ephesians 4:11-16****Three main goals are:**

1. Building the Individual's Spirit (manifest union with Christ)
2. Building the Corporate Spirit (vision, unity and expectation)
3. Building a Habitation for the Holy Spirit (the anointing)

How can the current activity or structure which we are discussing do this most effectively?

You may want to remove this page, trim off excess and use as wall hanging.

Five Fold Team Ministry

*I commit myself to seeking, hearing, honoring and acting in
consensus with others who represent the five fold ministry which
God has ordained.*

Name _____

Date _____

WORKSHEET NUMBER TEN

Worksheet for Creating and Maintaining *Metanoic* Alignment

Metanoic: a Greek word used by the early Christians, meaning the reawakening of vision and intuition. *Metanoic* organizations possess vision, alignment, mastery, and the ability to integrate intuition and rationality, to see the company as a whole and create structures that further that whole.

Alignment is the attracting of people who can help realize the vision and the adopting of the vision as their own while sharing in the responsibility for achieving it.

Discuss and answer each of the following questions either on this sheet or on other pages.

1. Do we have a strong compelling Holy Spirit inspired vision that people want to become a part of and want to give their lives to?
2. Does the vision re-awaken vision and intuition?
3. Does this vision see the church and its ministries as a whole?
4. Where is this vision stated?
5. Is it stated succinctly?
6. Is it expanded and delineated?
7. Where is it expanded and delineated?
8. Does this vision attract people?
9. Do people internalize this vision and make it their own?
10. Does every structure within the church further the vision and the whole? (List each structure and show how it either furthers or hinders the vision.)
11. Can people see how their ministry and involvement in the church is an integral part of this vision?
12. Is the vision constantly reinforced by the entire leadership team? Is it reinforced through each of their heart motivations and giftings?
13. Is the vision constantly re-evaluated and refined and re- focused in the presence of the Holy Spirit?

Are there any ways we can improve in the areas discussed above?

WORKSHEET NUMBER ELEVEN

Your Transcript on Your Development in Servant Leadership

Dear _____,

Date _____

We welcome you as a new attender to our fellowship. We trust you have sensed the power and presence of the Lord, and warmth and friendship from our other church members. Our church offers a two year discipling experience which will establish you strongly in the presence and power of our Lord and Savior Jesus Christ. We trust that you have already been contacted by someone from the church about becoming part of this discipling experience. We desire to begin you in training for effective spiritual ministry right away. Please call the church office, or talk to someone on the church leadership team and we will be more than glad to share this wonderful opportunity with you. We stand ready to assist you in every way possible to bring you to spiritual maturity in each and every area of your life.

To help you keep track of your progress through our church's discipling experience, we encourage you to complete the following chart. On the lines below, put the date you begin experiencing each of the following in your life. Active ministry (# 3) is to begin within months of your conversion experience and to continue on throughout your entire Christian life.

The counselors and mentors I look to for spiritual direction are:

1. _____
2. _____
3. _____

1. ____ I have experienced Salvation and the Baptism in the Holy Spirit.
2. ____ I am well grounded in the Scriptures.
3. ____ I am ministering regularly.
4. ____ The fruit of the Holy Spirit is being manifest in my life.
5. ____ I have discovered my heart motivation.
6. ____ I can hear God's voice regularly.
7. ____ I see a release of supernatural power through me regularly.
8. ____ I have (or am) receiving effective mentoring in my area of ministry.
9. ____ I receive regular input from the above three whom I look to for spiritual counsel and mentoring.
10. ____ I am an active part of a small group where I am growing with others.

WORKSHEET NUMBER TWELVE

Job Description Worksheet

When adding a new person to the team, make sure to develop with him a complete job description which contains the following:

1. Generalized role description and functional title.
2. Specific responsibilities, including which services they should attend.
3. Specific powers and limitations of power.
4. Funding available for ministry functions.
5. Available secretarial assistance and available equipment.
6. Salary, housing and car allowance.
7. Who they are responsible to and what reports are to be filed.
8. Who is responsible to them.
9. Time expected on job and what day is off.
10. Time expected in office.
11. Vacation time.
12. Time available for ministry outside local assembly.

WORKSHEET NUMBER THIRTEEN

Three Types of Authority

- 1) Coercive power
- 2) Institutional role or title
- 3) True spiritual authority earned through respect

Which type of authority am I using right now?

WORKSHEET NUMBER FOURTEEN

Rules for Consensus Decision Making

1. Try to convince people as honestly and thoroughly as you can of the insight God has given you. Use all your ability.
2. Listen with your whole heart as others present their cases. Seek to hear with **your spirit** what is being said.
3. Ask questions until you fully understand.
4. If you think you are hearing what a person is saying, and can assist them in more clearly saying it, do so.
5. Don't just give in to someone else. Wait until you genuinely see the light.
6. Don't take turns giving people their way. ("We spent money on evangelism last month so we should spend it on teaching this month." It doesn't matter — where does God want the money spent this month?)
7. Attack situations and problems, not people.
8. Look for the "multiple win" where everyone's heart is heard and honored and received and integrated into the final decision.

What if you can't come to consensus in a meeting?

1. Wait, pray, fast, and come together again.
2. Wait for harmony. If there is no consensus, don't move.
3. God is rarely in as big a hurry as we are. He starts His plans in motion soon enough to get them accomplished when He wants them accomplished. Jesus was a nine month baby!
4. Sometimes outside help may be required.

Section Three

Worksheets that Deal with Communication Skills

WORKSHEET NUMBER SIXTEEN

I Appreciate You

I just wanted to let you know how much I appreciate you!

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page, possibly from a composition book. The edges of the paper are slightly irregular, suggesting it might be a scan of a physical document. There is no handwriting or other markings on the page.

WORKSHEET NUMBER SEVENTEEN

The Positive Aspects of Disagreement

When struggling with disagreement, review the following reasons why you should be celebrating.

1. Disagreement can lead to individual and organizational growth.
"As iron sharpens iron, so one man sharpens another (Proverbs 27:17)."
2. Disagreement can reveal the need for change.
"The intelligent man is always open to new ideas. In fact, he looks for them (Prov. 18:15, LB.)."
3. Disagreement can help make us more tolerant of opposing views.
"Don't refuse to accept criticism; get all the help you can (Proverbs 23:12, LB.)."

Unfortunately, most of us don't view criticism as a help, but as a hindrance.

I am choosing to "in everything give thanks". That includes the conflict we are currently experiencing.

Signature _____

The Proper Method of Dealing with Conflict

Identify the real issues of the conflict and work your way through them to a satisfactory resolution.

Improper Methods of Dealing with Conflict

1. Avoid conflict by retreating from it.
2. Avoid conflict by circumventing the major issues and focusing on minor points.
3. Avoid conflict by dealing with side issues.

WORKSHEET NUMBER EIGHTEEN

Seek the **DOUBLE WIN** by Becoming a Principled Negotiator

The following diagram is taken from the book **Getting to Yes: Negotiating Agreement Without Giving In**, by Fisher and Ury. It offers a negotiation style that is not "hard" or "soft" but "principled". A principled negotiator is seeking to structure a win/win situation where both parties are honored, and given what they need, in order to sense satisfaction in the conclusion of the negotiations.

PROBLEM		SOLUTION
Positional Bargaining: Which Game Should You Play?		Change the Game— Negotiate on the Merits
SOFT	HARD	PRINCIPLED
Participants are friends.	Participants are adversaries.	Participants are problem-solvers.
The goal is agreement.	The goal is victory.	The goal is a wise outcome reached efficiently and amicably.
Make concessions to cultivate the relationship.	Demand concessions as a condition of the relationship.	Separate the people from the problem.
Be soft on the people and the problem.	Be hard on the problem and the people.	Be soft on the people, hard on the problem.
Trust others.	Distrust others.	Proceed independent of trust.
Change your position easily.	Dig in to your position.	Focus on interest, not positions.
Make offers.	Make threats.	Explore interests.
Disclose your bottom line.	Mislead as to your bottom line.	Avoid having a bottom line.
Accept one-sided losses to reach agreement.	Demand one-sided gains as the price of agreement.	Invent options for mutual gain.
Search for the single answers: the one they will accept.	Search for the single answer: the one you will accept.	Develop multiple options to choose from; decide later.
Insist on agreement.	Insist on your position.	Insist on using objective criteria.
Try to avoid a contest of will.	Try to win a contest of will.	Try to reach a result based on standards independent of will.
Yield to pressure.	Apply pressure.	Reason and be open to reasons; yield to principle, not pressure.

WORKSHEET NUMBER NINETEEN

A Scriptural Approach to Handling Confrontation

1. Make sure you are dealing with facts, not guesses or hearsay.
“Never convict anyone on the testimony of one witness. There must be at least two, and three is even better (Deut. 19:15, LB.).”
2. Always make the initial confrontation in private between you and the person involved.
“Discuss the matter with him privately. Don’t tell anyone else, lest he accuse you of slander (Proverbs 25:9, 10, LB.).”
3. If the other person involved refuses to resolve the problem privately, take someone with you and try again.
“But if he will not listen to you, take one or two others with you so that everything that is said may have the support of two or three witnesses (Matt. 18:16, Phillips).”
4. If the person continues to resist resolving the conflict, you may need to dissolve the relationship (Matt. 18:17).

Thoughts to Keep in Mind

1. “It is to a man’s honor to avoid strife, but every fool is quick to quarrel (Proverbs 20:3)”
2. Conflict provides an excellent opportunity to serve others. Jesus said, “If someone wants to sue you and take your tunic, let him have your cloak as well. If someone forces you to go one mile, go with him two miles (Matthew 5:40, 41).”
3. Be committed to resolving conflict quickly. The longer the conflict continues, the more difficult it is to resolve.
4. Take the initiative in confronting those involved. Don’t wait for them to come to you. “If your brother wrongs you, go and have it out with him at once (Matthew 18:15, Phillips).”
5. Even though hostility and anger are present in conflict, avoid angry arguments. “A patient man has great understanding, but a quick-tempered man displays folly (Proverbs 14:29).”

WORKSHEET NUMBER TWENTY

Resolving Team Problems

If communication has broken down, it may be helpful to discuss and pray through each of the following potential team problems as a group, to see if the root of the problem can be discovered and rectified through communication, prayer, forgiveness and repentance.

1. Are there role or title misunderstandings?
2. Is there envy and pride?
3. Is there a failure to be open?
4. Is there a failure to communicate?
 - assumptions
 - hidden agenda
 - misunderstanding with language used
 - defensiveness
5. Has there been failure to stand in another's shoes?
6. Is there a defectiveness in maintaining our commitments to one another?
7. Is there improper power being used, not authentic spiritual authority born out of respect?
 - Coercive power
 - Institutional power

WORKSHEET NUMBER TWENTY-ONE

Outside Assistance

Outside assistance should be sought when:

1. The team has been stalemated for a period of time.
2. When the team spirit is broken.
3. When growth is stalled.

Who is brought in?

1. Five Fold Ministers with whom we have authentic spiritual relationships.
2. Five Fold Ministers which the entire team agrees upon.

How Will Outside Help Function?

1. As a consultant who helps us receive fresh revelation and perspective.
2. Not as a dictator giving commands. Their authority is that of appeal.

Section Four

Five Fold Evaluation Worksheets

Heart for:

Inspirational Creativity

Main Gifts Creative abilities, sense of timing & rightness
Emotions Quite emotional — both ups and downs
Goal To experience the creative flow
Judges others by Their ability to experience or appreciate the creative flow
Value to the Organization Gives creative expression, Spirit encounter, sense of divine timing and destiny
Overuses Living only out of intuition without validating
Under Pressure Retreats to be alone
Fear Not being able to capture the intuitive creative flow

Name _____

Heart for:

People

Main Gifts Loves People, and heals their hurts
Emotions Strongly sensitive emotionally
Goal For people to be healthy, safe and cared for
Judges others by How sensitive they are to people's needs
Influences others by Warmth, love and acceptance
Value to the Organization Insures that people's heart needs are met. Provides warmth, happiness and contentment.
Overuses Becomes soft, weak, too flexible
Under Pressure Reaches out with more warmth and understanding
Fears Disunity and discord, brokenness and emotional destruction

Name _____

MY TEAM

"and He gave some apostles; and some prophets; and some evangelists; and some pastors and teachers;" Eph. 4:11

Heart for:

The Whole

Main Gifts Lead, organize, develop, build, expand
Emotions Less emotional, more structured
Goal See things organized and running smoothly
Judges others by Their ability and willingness to fit in.
Influences others by Helping them to see their value and place in the overall picture
Value to the Organization Gets everyone working as a team. Is a good trouble-shooter.
Overuses Power, authority, insensitivity to people
Under Pressure Meets with others to seek to resolve pressure
Fears Loss of authority, structure, organization

Name _____

Prepare plans by consultation
 (Proverbs 20:18 NASB)

"When your work is in your gifting, your work is play!"

When Doing:

(what ministry)

Heart for:

The Harvest

Main Gifts Salesmanship ability
Emotions Highly invigorated, intense
Goal To persuade others to see what they see
Judges Others by Their ability to influence
Influences others by Enthusiasm, excitement, dynamism
Value to the Organization Will convince and excite people about moving in a certain direction
Overuses Selling things not worth selling or not what the person really needs
Under Pressure Becomes more invigorated and passionate about what he has to sell. May become dishonest.
Fears Not being able to convince

Name _____

Heart for:

Truth

Main Gifts Research and clear presentation
Emotions Less emotional, more structured
Goal Truth clearly communicated and assimilated
Judges others by Their ability to discern and clearly express truth
Influences others by Helping them understand and grow
Value to the Organization Provides continuous clear, practical training for all who enter the organization
Overuses Too analytical, no place for intuition
Under Pressure Does more research
Fears Not being able to pass on progress to the next generation

Name _____

WORKSHEET NUMBER TWENTY-THREE

Five Fold Service Evaluation Worksheet

Businesses ask hard questions on a daily, weekly or monthly basis ("What about the bottom line?"). So should the church. Mistakes should not be considered failures but simply learning experiences. The team commitment is **to be even better next week.**

The **whole team** takes responsibility for both wins and losses. If one team member is fumbling the ball in a service, another team member should jump in and catch the fumble and carry the ball to a winning game (service).

Instructions: Each staff member should fill out this evaluation worksheet before or during the weekly staff meeting. Results can be totaled and prayer and discussion may follow as needed.

The "cutting edge church" must serve the people of God well!

Evangelist	= How many were saved?	_____						
	How many were filled with the Spirit?	_____						
	Was there a strong spirit of joy and celebration?	1	2	3	4	5		
Pastor	= Did healing (physical, emotional & spiritual) take place in prayer ministry (either at altar or in seats)?	1	2	3	4	5		
	Were people greeted at the door?	1	2	3	4	5		
	Were people built up in love?	1	2	3	4	5		
Prophet	= Was there a free mature flow of the Gifts of the Holy Spirit?	1	2	3	4	5		
	Was there a strong life flow in the worship?	1	2	3	4	5		
	Was there a strong spirit of faith present?	1	2	3	4	5		
Teacher	= Was there a strong life flow in the sermon?	1	2	3	4	5		
	Was the sermon practical, clear, challenging?	1	2	3	4	5		
	Are those saved being personally followed up?	1	2	3	4	5		
Apostle	= Was the service orderly and balanced?	1	2	3	4	5		
	Was the service free from a spirit of control?	1	2	3	4	5		
	Were the tithes and offerings good?	1	2	3	4	5		

Prayer of thanksgiving and celebration for strong points of service...

Prayer for revelation on how to strengthen weaker parts of service...

WORKSHEET NUMBER TWENTY-FOUR

Five Fold "LIFE Group" Evaluation Worksheet

Instructions: The leadership of a life group should evaluate their weekly meeting by completing this sheet every week. It will help keep you focused as you minister. Several in the leadership of the group may fill this evaluation form in and compile their results.

The Spirit empowered "LIFE group" must serve the people of God well!

Evangelist	= How many were saved?	_____					
	How many were filled with the Spirit?	_____					
	Was there a strong spirit of joy and celebration?	1	2	3	4	5	
Pastor	= Did healing (physical, emotional & spiritual) take place in prayer ministry (either at altar or in seats)?	1	2	3	4	5	
	Were people greeted at the door?	1	2	3	4	5	
	Were people built up in love?	1	2	3	4	5	
Prophet	= Was there a free mature flow of the gifts of the Holy Spirit?	1	2	3	4	5	
	Was there a strong life flow in the worship?	1	2	3	4	5	
	Was there a strong spirit of faith present?	1	2	3	4	5	
Teacher	= Was there a strong life flow in the sermon?	1	2	3	4	5	
	Was the sermon practical, clear, challenging?	1	2	3	4	5	
	Are those saved being personally followed up?	1	2	3	4	5	
Apostle	= Was the service orderly and balanced?	1	2	3	4	5	
	Was the service free from a spirit of control?	1	2	3	4	5	
	Were the tithes and offerings good?	1	2	3	4	5	

Prayer of thanksgiving and celebration for strong points of service...

Prayer for revelation on how to strengthen weaker parts of service...

Every defeat is the defeat of the team. Every win is the win of the team. The team takes complete responsibility for both victories and defeats. If one team member is fumbling the ball in a LIFE group meeting, another team member should jump in and catch the fumble and carry the ball to a winning game (meeting).

WORKSHEET NUMBER TWENTY-FIVE

Agenda of a Weekly Five Fold Staff Meeting

1. Spiritual praise and worship (John 4:23)
2. Prayer in the Spirit (Eph. 6:18)
3. Interpersonal ministry (sharing one another's burdens)
4. Study (evaluation of a worksheet or a current book)
5. Evaluation of Sunday's service
6. Discussion of topics brought forth by:
 - Apostle
 - Prophet
 - Evangelist
 - Pastor
 - Teacher
7. Close in worship and prayer

Possible meal together

WORKSHEET NUMBER TWENTY-SIX

Quarterly Evaluation Worksheet

Number of people currently in training _____

Percent of congregation that has or is experiencing training _____

Number of people in ministry _____

Percent of congregation currently involved in ministry _____

Change in attendance for the last quarter _____%

Number saved _____

Number taken into membership _____

Financial growth for last quarter _____%

Total Tithes & Offerings \$_____

WORKSHEET NUMBER TWENTY-SEVEN

Questions for a Personal Retreat

Journal prayerful answers to the following questions. If repentance is necessary, spend time before God in repentance and times of refreshing.

1. Lord, am I stronger today than I was a year ago?
2. Lord, is sin being progressively overcome in my life?
3. Lord, have Your goals for my life last year been fulfilled?
4. Lord, is my heart purified with Your tender love?
5. Lord, is my heart full of Your faith?
6. Lord, is my heart full of Your joy?
7. Lord, Is my heart full of Your peace?
8. Lord, are the fruits and gifts of Your Holy Spirit flowing freely in my life?
9. Lord, what are Your goals for me for next year?

family

ministry

growth in talents

WORKSHEET NUMBER TWENTY-EIGHT

Questions to Answer During the Annual Staff Retreat

Begin with worship and prayer.

1. Lord, how well did we meet Your goals for us last year?
2. Lord, what did we do best?
3. Brainstorming session:
How can we capitalize on our strengths to promote church growth?
What areas can we improve in?
What are some ways we can improve in these areas?
What can we do that we are not now doing?
4. Lord, what are You saying to the church at large at this time?
5. Lord, what are You saying to our local assembly at this time?
6. Lord, what goals do You want us to adopt for the next year?

Close with prayer of thanksgiving.

Fundamental Rules for Brainstorming Sessions:

1. Judgment and criticism are forbidden.
2. Freewheeling is welcomed.
3. Go for quantity.
4. Seek to combine and improve ideas as they are mentioned.

Additional Guidelines for Brainstorming

1. Make your problem specific, rather than general.
2. Use brainstorming only for problems that call for idea-finding, rather than judgment.
3. 30 minutes is a good length for a brainstorming session.
4. Begin the brainstorming session by explaining the four basic rules given above. Put them on a chalkboard or a placard.
5. Avoid an atmosphere of perfectionism. Keep it fun.
6. Encourage ideas that are sparked by previous ideas. Encourage a chain reaction, where individuals feed creatively off the ideas of others.
7. Have a non-participant present to record every idea that is mentioned.

Why Brainstorming Works

1. Through chain reaction, you spark each others' creativity.
2. People tend to think up more ideas in a group than alone.
3. When competing to think up ideas, output can be increased by 50%.
4. Accepting all ideas rewards individuals for their behavior.

Return to journaling after brainstorming asking God which of these ideas He wants you to work with at this time. Make sure that you are in the presence of the Lord as you journal, so that you are not praying with an idol in your heart (i.e. the issue you are praying about). Record in your journal what the Lord says.

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Chapter Nine

Outside Involvement

Ongoing Input from the Local Assembly

As servant leaders, the staff is always open and listening to input from many sources, because they know that in the multitude of counselors there is safety. The first and most obvious place they go is to the people they are serving.

It should be clear that all members can approach anyone on the leadership staff with ideas or concerns or proposals. If a person has gifts or expertise in a certain area, he should be serving the body in that area. By going through the "Heart Motivational Questionnaire" and the course on discovering your heart motivation, each member should have discovered his place and begun ministering in it. The leadership staff is looking for every part to be functioning in its role and to its maximum potential. Their bottom line is to see the body perfectly fitted and flowing in divine power. There will be a constant interaction and responsiveness between the church body at large and the leadership team. The leadership team will **prayerfully** consider anything brought to them from the body.

When Do We Need Outside Help?

There are various times when the leadership team may look for assistance from other five fold ministries outside their local church. One such time is **when they are stalemated**. If everything has been done they know to do to arrive at consensus and move forward, and there still is not consensus, and they have waited upon one another for an adequate period of time, they may decide to draw in outside help that can help them see things more clearly and bring the team back into consensus. Often just a fresh outside perspective is all it takes to unlock a deadlock. As a fresh opinion is inserted, people begin to see things from a different perspective, and begin to ask different questions, hopefully the right ones. And revelation begins to unfold.

Another time to bring in outside help is **when the team spirit is broken**. If a major trauma occurs and there is a breach in openness, honesty and trust, you may want to look to outside help to begin to right things again for you. As communication again opens up and repentance and forgiveness is re-established, the leadership team will be ready to move on.

A third time when you may want to bring in outside help is when **growth is stalled** in your

Maximize Your Success by Honoring the Gifts of Those Around You!

You will become much more successful by learning to surround yourself with five-fold teams. When you draw out the input from everyone on your team, you receive a variety of perspectives and a much better overall revelation of how to move forward effectively in whatever area you are pursuing.

Even though this book is written and applied primarily toward leading a church through a five-fold team, you can apply this five-fold team concept to each of the following situations:

- Projects you are working on
- Creative brainstorming for solutions to challenges you are facing
- Business decisions
- Family decisions
- Personal decisions

By making sure you have input from several people who demonstrate the heart motivations which underlie the five-fold team, you make better decisions and *you succeed more often!*

The five heart motivations (voices) we must hear from are:

1. The voice of divine creativity;
2. The voice of unending love for people;
3. The voice which passionately seeks out truth;
4. The voice which insists we must share the good news;
5. The voice which ensures that all of the above voices are heard, honored and flowing together in unison.

These voices come from the hearts of the prophet, the pastor, the teacher, the evangelist and the apostle. To learn more about these gifts and how they express themselves in a variety of situations, we recommend that you also study our book *Gifted to Succeed*.

This book teaches you how to surround yourself with five-fold teams. Applying its principles in every area of your life will propel you toward success in all you do. May God's rich blessing rest upon your each and every move (Deut. 28:1-14) as you build winning teams in your life!