

DEVELOPING YOUR SKILLS

Archdeacon Bob Barrett

Every Member Ministry

**To help Churches
develop an environment where Christians discover
and get involved in their ministry - wherever it lies.**

DEVELOPING YOUR SKILLS Number 15

Archdeacon Bob Barrett

Every Member Ministry

This Booklet is to help every Church develop an environment where all Christians can discover their Spiritual Gifts, find their ministry, be equipped and be supported – a real “Total Ministry” Church. The result - a Church reaching God’s potential.

This series of Booklets provide practical ideas to help leaders develop their skills in a variety of ministry areas. Experimenting with them, growing your own ideas, discussion with ministry teams will help both you and others grow in skill. Good modelling, evaluation and training will inspire worshippers to worship, pray and grow in their Christian life and ministry.

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There are 15 titles in the series – see the last page for a title list.

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These are provided free to those who have purchased a copy of

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You are welcome to copy and use the booklets in this series in whatever way is helpful for the development of your local community of faith.

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New Book by Bob:

“The Church Beyond ... OUR LEADERSHIP” 254 pages

The book’s content, layout, stories, examples and questions are designed to provide inspiration, encouragement and equipping for clergy, lay leaders (and emerging leaders) of the local Church in New Zealand and Australia. It covers the
21 Characteristics of a Leader in the Local Church and
21 Principles for Managing the Local Church.

ORDERING “The Church Beyond ... OUR LEADERSHIP”

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WHY DO WE NEED THIS BOOKLET!

Why do we need to reflect and act on the issues raised?

- 1. I believe** each Church needs to rediscover the meaning of “Christian Ministry”; and then receive the guidance required to enable this ministry to work in their situation.
- 2. Developing an EMM Church is hard work.** It does not happen easily. There are skills to learn; time consuming strategies to develop; and changes to face as new roles emerge.
- 3. Reflect on and discuss this ‘dream’:**

For all Christians there needs to be a rediscovery:

- . . . of the Biblical reality that Christian ministry is in the hands of every Christian believer – not the prerogative of a few (paid) professionals.
- . . . of Christians expecting to be ministers – not thinking they should just be ministered to by “professional clergy”.
- . . . that ministry does not just belong “in”: the Church, but many (perhaps most) people will find their prime ministry is for serving and contributing within their communities, their work situations - in the world in which they live, work and play.
- . . . of the powerful impact Christians have when they know where God is wanting them to use their skills, spend their energy and take up their God given ministry.
- . . . of the transforming impact of the breadth of these ministries on the Church, the community, the work environment and the world.
- . . . of Christians finding and being committed to a Church where they will be helped to discover, develop and deploy their God given ministry – released to use their gifts in the Church and/or the world (according to God’s call on their lives).

- . . . which means, for each Christian, a rediscovery of the joy of: knowing “my ministry”; finding my right place in the Body where I am encouraged and supported; knowing the Lord will enable me to have a Christian impact in a variety of situations; being equipped; and seeing God’s potential released through me.
4. **My prayer** is that this Booklet will assist us in working towards the potential God has for each Church, and through each church via its members in ‘the world’, changing ‘their world’ for the better.
 5. **This booklet** examines ways to make EMM work and to reflect on what might be preventing a Church developing EMM to the fullness that it could.
 6. **Studying** this should enable us to move forward, so we see:
 - ways we can help our Church improve the quality of its EMM;
 - ways to assist the Church’s leadership make appropriate role decisions; and
 - ways around the traps created by the urgent, the expedient and expectations we and others hold.

THE IDEAL – AN EMM CHURCH

1. In summary it could be said *“the concept of every member of the Church being gifted for ministry by the empowering of the Holy Spirit is central to the apostle Paul’s view of the Church.”*
2. We often use phrases such as: Lay Ministry, EMM, the Ministry of the Baptised, the Total Ministry, Body Life, Priesthood of All Believers, Serving one another - to pick up the thrust of such passages as: 1 Corinthians 12–14; Romans 12: 1-8, Ephesians 4: 1-16, 1 Peter 4: 8-11, Mark 10: 41-45.
3. The Church is truly “the Lord’s Church” when it chooses to function in the Lord’s way. The Lord’s way is for every member to know their Spiritual gifts, be realistic about their calling, be empowered by the Spirit and be released by the Church to serve the Lord in the right area for them.
4. A Church where everyone is seeking to know and use their gifts appropriately is an exciting Church to belong to. When people are working in their God given ministry they will not overload themselves – rather they will be a part of a whole Church team which appreciates each others roles and together is doing what the Lord wants (no more, no less).
5. On the basis of my understanding of God’s purpose for the Church, and from reading and observation, I comment:
 - *“EMM working well is the one area that will totally transform a Church. Developing EMM will so change most Churches that what they are now will be totally different from what they will become – in terms of life, energy, health, enjoyment, personal growth and impact (in evangelism, service and transformation) on the wider community and the world.”*

Questions

- What are the right reasons for wanting to develop an EMM Church?
- What are the Biblical truths we, as Christians, need to grasp to ensure our basis for EMM is sound?

THE REALITY - SOME PROVOCATIVE OBSERVATIONS.

1. While most Churches say they believe in the ministry of all Christians, many act as if they do not. Churches preach on
1 Cor. 12 – and the Spiritual gifts all possess – yet their decisions and methods are not always consistent with EMM. Unconsciously they make EMM difficult or impossible to achieve.
2. EMM is not working as well as it should. It has often **degenerated** into such things as:
 - Helping the Clergy do their ministry – Clergy expecting it and people offering to.
 - A “job” mentality – “I’m doing this because someone has to”.
 - Filling gaps/vacancies by advertising for someone to go on a “roster”.
 - Non-strategic use of people’s gifts, energy, skill, time and money.
 - People doing things because:
 - o they cannot “outrun a persistently requesting vicar”;
 - o cannot say “no”;
 - o want to contribute in some way and “here’s a gap”;
 - People doing things in and for the local church – and forgetting their ‘first calling’ is to be Christian Ministers where they live, work and play.
3. The Church **should seek** to live by such principles as:
 - Everyone in the Church seeing that, by virtue of being a Christian, they have a ministry.
 - The people agreeing that the Church does not employ a “minister” (the staff) – it employs people to help the ministers (the members of the Church) do the work of ministry both in the Church and in the community.
 - Not saying, “the Church doesn’t care about me or hasn’t visited me because the vicar hasn’t come”.
4. We need a mindset in the Church that moves:
 - From: the ministry is done for (to and on behalf of) me by someone else.
 - To: I’m in the ministry! How do I find my right place? Where do I get equipped? Who supports me?
5. Perhaps the names we use hinder the development of EMM.
 - We employ a “minister” – and so we are taught to think that one person, or group of “ministers”, are the ones who do the ministry of the Church.
 - We have a “Pastor” – so we encourage people to believe pastoral care is done by a professional, rather than being a valid ministry of pastorally gifted Church members.

6. "Lay" (or the Greek word 'laos') really means 'the whole people of God', including the Clergy.
 - Over the years we have created a Church environment where Clergy, and maybe some paid or voluntary lay staff do most things
 - with some other "lay" people running Sunday School, doing a few things in and around Sunday services, perhaps doing a bit of "visiting", leading a house group,
 - and (over) loading their busy schedules with committee meetings.
7. In many Churches the Vicar or Senior Pastor is very busy with ministry – sometimes:
 - They are busy doing it because there is no-one else to "do it".
 - Consequently they (now at risk of being controlled by the urgent to fulfil the expectations of others) have no time left to develop the ministry of others.
 - In doing so they perpetuate the expectation that the Vicar will "do it".
8. Sometimes,
 - when leaders say, "there is no-one to do it," they really mean "no-one I trust".
 - "no-one as capable as me" really means "they would do it differently, not necessarily badly".
 - "I do it because I like the kudos – it feeds me".
9. Today's "busy-ness" society (in work, family, life style) has compounded the challenge of changing people's mind set and releasing people into ministry.
10. There is a danger that Churches could misuse their resources of available time, energy, skills, gifts and money which the Lord has placed in their Church.
 - Michael Green said to me that he believes "God gives every Church the resources it needs to do what the Lord wants that Church to do at this time".
 - If that statement is true, and if we are struggling with having the resources we think we require, are we:
 - trying to do things we should not; or
 - misusing the resources we've been given (e.g. having skilled people work in the wrong area); or
 - not inspiring people to release and use those resources; or
 - not giving permission to people to develop appropriate ministries;
 - not putting appropriate energy into the right ministries;
 - picking up ministries we should not at the expense of ministries the Lord is wanting us to do?

Questions

- How applicable are each of these observations to the Church you belong to?
- What other observations would you make – observations that need to be understood and acted on if your Church is to overcome obstacles to having real EMM?
- Your Church will not be the same as every other Church. In doing your analysis you will need to take in to account how each situation is affected by the realities of:
 - Location: rural, small town, urban
 - Size: small, middle, 200 barrier, large
 - Numbers: Declining, plateauing, growing
 - Environment: socio-economic, employment
 - What realities cause what results?
 - How do we overcome the negative aspects?
 - How do we take up the positive opportunities?
- Busyness of people. How is this impacting your Church? What new approaches to our Church life and ministry will assist us in adjusting to our busyness generation?

FIVE CRITICAL AREAS TO WORK ON.

Making EMM work is not simple and not easy. It takes understanding, time, energy, skill and a willingness to change.

People often work on a few aspects and wonder why it does not come together as it should. With “gaps in the system” the EMM package is inadequate.

To develop a real EMM Church work needs to be done in five areas. Within those areas lie a number of sub-areas.

Exploring the five areas gives us a way to get a “handle” on the various requirements for building an EMM Church. We can then think through those requirements, plan and strategize.

The five important areas to cover in developing an EMM Church are:

1. Creating the climate

- Climate refers to the ethos, attitudes, ideals, feelings understandings, expectations, desires and hopes of a Church.
- We need a Climate of understanding where members know and act on the fact that the ministry of that Church belongs to every member – and a ministry **in** the community or at work is just as vital and significant as a ministry **in** the local church or in a para-church group.

2. Recruiting

- Recruiting is about the ways we go about helping people identify their area of ministry – including about the way we use and ‘fill’ rosters and encourage people to put energy into ‘ministry at work’ rather than ministry in the church.
- It is about getting the right people, in the right area, at the right time for the right reasons.

3. Equipping

- People need basic ministry skills relevant to the ministries they are called to perform.
- Some of these skills may have already been gained. Most of us, however, need ongoing equipping: to refresh our memory, help us cope with new challenges and rise to the new opportunities each new generation faces us with.

4. Supporting

- In the Church we should not be given a ministry and just “left to do it” – coping with any difficulties on our own. We need support.
- The same applies to people’s work and community ministry roles. The Church need to be creative in finding appropriate ways to support – especially those whose busy work requirements place restrictions on time.

5. Coordinating and overseeing

- It is not a matter of letting everyone do their own thing without thought to the overall impact.
- Coordination ties it all together so ministries work towards the overall purpose God has given to each individual Church.
- Coordinating and overseeing must, however, never become ‘controlling’.

Also – there are a number of other issues to keep in mind, including:

- Overload,
- Timing of new people into ministry,
- Resources,
- Freedom – boundaries,
- Removing people,
- Commitment periods,
- Job descriptions.

The **next six sections** work through some of the aspects involved in each of the headings. Some aspects naturally overlap and, as we implement them, enable us to improve more than one area.

Area One: **CREATING THE CLIMATE – Of Understanding And Expectancy**

*For a Church to be totally transformed
there needs to be a climate
of understanding
which assumes and
acts on the fact
that
the ministry
belongs
to every member.*

The Challenge

1. It is a challenge for today's Church to create an environment where people:
 - Expect to know God's purpose for their lives.
 - Expect to know their ministry and use their gifts - within the life of the Church, or within and for the community in which they live, work and "play".
 - Expect to be ministered to by gifted and skilled fellow Christians – not just by staff or Clergy.
 - Expect to be forgiving of mistakes fellow ministers make and be forgiven for the inevitable mistakes they themselves will make.
 - Expect to have and grow in ministry skills and therefore expect to be equipped.
 - Expect to grow in their trust of God and willingness to take risks as they serve.
 - Expect to do their ministry well – to the best of their ability.
 - Expect to be evaluated and given helpful ideas.
 - Expect to have increasing biblical knowledge and Christian maturity.
 - Expect to be supported, built up and encouraged in their ministry at work, in the community and/or in the church.
 - Expect to support, build up and encourage others in their ministries.
 - Expect to have people in the Church (the staff and/or other leaders) whose role it is to ensure people:
 - o know their gifts/ministries;
 - o are equipped and
 - o supported;
 - o and have the responsibility of providing an appropriate structure to coordinate all the ministries taking place.

2. Developing such a climate takes time and is never finished.
 - In many cases it means helping the Church “unlearn” unhelpful misconceptions.
 - It means rebuilding expectations and mindsets.
 - It means empowering and releasing people in a way that others see and understand what ‘Church’ is really all about.
 - It means a Church ethos, which is “permission giving” rather than “permission withholding”.

The Methods

1. Give people a way to build their own Biblical knowledge.

- People are often reluctant to pick up leadership ministries (e.g. Home Group Leadership) because they feel unsure about their Bible knowledge.
- Building Biblical knowledge helps many realize they knew more than they thought they did and others gain understanding that they previously did not possess.
 - Both groups then grow in confidence.
- I discovered that a basic Bible Course – explaining what the Bible teaches about a variety of topics, giving background to the Bible and how to interpret it and introducing the books of the Bible gave people enough to “get going” in their ministry.
 - It also provided a useful resource for preparing studies and sermons plus somewhere to look for answers to the questions that arose as they performed their ministry.

2. Teach a Biblical Understanding of the Church.

- Use Sermons, Home Group Studies, Newsletters, New Christians Courses and other materials which enable people to grow in their perception of the Church and what EMM means – e.g. such things as:
 - The Church, what it is
 - Every Member Ministry
 - The purpose of the Church
 - Servanthood
 - Cost of discipleship
 - Mistakes happen – no Christian is perfect
 - The priesthood of all believers
 - And other topics that will prove relevant in your setting.

3. Inspire Growth in Christian Living.

- As Christians grow, their trust deepens and their willingness to serve takes on a new dimension, with a consequence that they are more ready to take risks as they step into new territories of ministry.

4. Vision the Church.

- When people get excited about the vision God has for their Church they want to “get on board” and play their part.
- They begin to see more clearly where everything fits together and why certain things are happening. Their potential role has a place in the overall impact of the Church.
- Vision needs to be explained in such a way that those who have little time (e.g. those whose work situations leave little time for Church activities) or have less energy (e.g. the elderly) are not left feeling guilty because they can do less than others.
- Church Leaders (Clergy and Lay Leaders in oversight positions) have a responsibility to:
 - **See** the vision (seek it by listening to the Lord and the people of the Church).
 - **Sell** the vision – get people on board with it.
 - **Shape** the Church – so that all decisions, plans and activities enable the Church to move towards that vision.

5. Avoid a “Job” Mentality.

- We need to avoid anything that creates the image that people who do things around the Church are “helping out the Church or its staff/clergy with their ministry”.
- Rather we want people to understand that clergy/staff are seeking to help the people with the ministry that belongs to each person.
- Often the way we fill Rosters creates the wrong impression – people fill gaps “because somebody has to”.
- Rosters are good ways to organize people so they know when they are “doing their ministry” but rosters need to be approached from the basis of people knowing what their ministry might be – and then looking for appropriate times and places to fulfil that calling.
- Nevertheless there will be a number of tasks in the Church that are like ‘doing the dishes at home’ – everyone can help out even if ‘service’ is not their particular ministry.

6. Give permission.

- A good EMM Church will be a permission giving Church!
- We need a structure which makes it easy for people to be released into ministry – rather than a bureaucratic system where every offer, idea, new ministry and exciting possibility gets delayed by committees (who may not even understand the offer), rules and regulations which seem more intent on halting the work of God, rather than releasing, empowering and encouraging people as they seek to answer God’s call on their lives.

7. Encourage and positively build up people.

- Clergy, staff, lay leaders and all members – the attitude Churches need to develop is to:
Help people focus on what they can do – rather than take them down for what they cannot do.
- We need to take every opportunity to positively encourage people for what they do – even when mistakes need to be corrected and hurts ironed out.

Questions: Creating the Climate

What main things should you do to develop the climate of understanding and expectancy in your Church?

- Are the above expectations relevant? What would your Church delete or add?
- What mindsets in your Church need to be changed to have the right climate of understanding, assumption, expectation, decision-making and actions?
- How do we go about changing any wrong expectations:
 - The expectations of Clergy/staff?
 - The expectations of those in lay ministry?
 - The expectations of parishioners?
- What specific things should we encourage our Church leaders to do and not do?
- What specific things do we need to see taught and understood in our Church so that this climate develops? What methods can be used to bring this understanding?
- What do we learn from places where the “climate” is good?
- Clergy need to help people focus on what they can do – rather than take them down for what they cannot do.

How do we help Clergy, leaders and all members have this positive view of people’s potential so that it then becomes a part of the positive permission giving, up-building and encouraging atmosphere of a Church?

“Permission Giving Churches believe that the role of God’s people is to minister to people, in the world, every day of the week, by living out the spiritual gifts instead of running the Church by sitting on committees and making decisions about what can or cannot be done.

Ministry happens when people discover their spiritual gifts instead of fulfilling roles or tasks the institution requires done. Instead of asking people to serve based on the needs of the institutional Church, these Churches ask people, “What gifts do you bring to the Body of Christ, and what do you need from the Body to help you exercise them?”...”

William Easum “Sacred Cows Make Gourmet Burgers”

Area Two: RECRUITING

To develop Every Member Ministry to the potential God has for the Church we need ways of:

*“Getting the right people,
into the right areas,
at the right time,
for the right reasons.”*

The challenge

1. Many Churches make **the mistake** of assuming that **“all we need to do is to discover people’s gifts and then we will have an Every Member Ministry Church”**.
No!
 - Many Churches and Christians are frustrated after gift discovery sessions – because very little seems to happen.
2. Developing an EMM Church – including recruiting people to the right area of ministry - requires far more than just discovery people’s gifts. For example: knowing my teaching gifting does not finish helping me discover my ministry. I also need to know
 - Where it lies – teaching children, youth, adults.
 - Who it is for – enquirers, new Christians, mature Christians.
 - With what slant – bible knowledge, understanding and living the faith, ministry skills.
 - Style – pulpit, large group, small group, one-to-one, writing, speaking, preparing studies.
3. Right ministries are discovered by exploring a combination of:
 - Spiritual gifts
 - Passion: dreams, desires, hopes
 - Personality: style, method of functioning
 - Skill and experience levels
 - Availability
 - Church needs at this time.

The methods

1. **Spiritual Gifts AND . . .**
 - Gifts Questionnaires or Inventories can be a very useful tool in helping people pinpoint their possible gifts, but . . .
 - Questionnaires are also potentially dangerous – depending on who does them, what mood they are in, how much understanding they have and what help they are given to interpret the results.
 - If you are using questionnaires make sure you explain the type of issues laid out in the Section on Gift Questionnaires below.
 - If you are a Home Group Leader or work pastorally with people it is important to be alert to the thoughts people may slip into, plus to the teaching opportunities (i.e. issues to point out to people) – again see the Section on Gift Questionnaires below.

2. Alongside the discovery of Spiritual gifts we also need to help people **understand the following aspects** that also contribute to determining where a persons ministry might lie:
 - **Personality or style.** This has an impact on whether people like working 'up front' or behind the scenes, with tasks or with people, short term or long term commitments, etc.
 - **Passion.** Not all people understand this area so it is often helpful to use other words – such as 'dreams', 'desires', "I've always wanted to", what 'energises' me, what I constantly find myself talking about. Even frustrations we have may point us to an area of passion that God has placed in our heart – an area the Lord may be calling me to work in.
 - **Skill.** Further skills can be learnt but the skills we currently have can be an indicator of where our ministry might lie – although having skills does not in itself mean that is where we should be ministering.
 - **Availability.** This is an important aspect which should be thoroughly checked before releasing people into ministry as we do not wish to see people overloaded or being so busy that the ministry is not done well, or their family, personal life, necessary studies or career begin to suffer.
 - **Church needs at this time.** We are talking about the Church as a whole moving forward in God's purpose and plans. It is not just a matter of individuals 'doing their thing' so it can be advantageous to explore this area as well. Checking this does need to be carried out carefully, so as not to create a negative controlling impact.
 - **Resources for this** – a very useful resource is 'Network' produced by Willow Creek.
 3. In recruiting we are looking for people who are growing in the characteristics that enable them to serve well. We can encourage attitudes that are **FAT** – and we will find it easier and more effective to release **FAT people**.
 - **Faithful**
 - o To the Lord – by life, attitudes and actions.
 - o To the Church and its Leadership – as undermining leadership (e.g. with negative comments) will undermine the work God is building.
 - o To the Task – as the whole Church will be depending on people to complete what they have promised to do.
 - **Available** – as in point 2.
 - **Teachable** – people open to learn have a greater ability to grow in their ministry. People who think they do not need to learn can, at times, be dangerous in certain ministries. Teachable-ness usually carries with it a willingness to be evaluated and "improve the way I do my ministry".
 4. A workable recruiting system also requires the right mix of a **method of "offering"** alongside ways to discover, approach and **invite people** into ministry areas.
 - People can be encouraged to offer for ministry involvement – especially if we can create a climate where that offering has an attitude of exploring rather than expecting (or even worse, demanding) to be in a particular area.
-

Area Three: EQUIPPING

*Equipping is never finished . . .
either for a Church
or for any individual within a Church
no matter how skilled and experienced they are.*

The Challenge

1. Many Churches struggle to equip people. They often lack good, relevant, easy to follow basic equipping material.
2. In our non-book and busy culture many people will not “get into” large books.
3. Many books come out of an American or an Asian culture and therefore are not always helpful in our Kiwi culture.
4. The challenge is to find New Zealand applicable, relevant, understandable material of appropriate depth – both:
 - Resources to “get people underway” (basic training material);
 - Resources that will help people deepen their understanding of a ministry area and increase their skill levels.

The Method

1. Equip people to work with people.

- For most ministry areas people need to understand people and have some basic people helping skills.

Booklet 4: “People Helping Skills” is designed to help people in this area and books like “How to be a people Helper” by Gary Collins are valuable for developing their skills further.

- Churches do, at times, suffer the effects of hurt, disagreement and conflict. People need help to work through these so neither the Church nor the Gospel are handicapped.

Handling hurts, disagreement and conflict are important training issues for most ministry areas.

- Booklet 13: ‘Handling Hurts in the Church’ and Booklet14 :‘Managing Conflict in the Church’ are designed to assist people help each other overcome the potentially destructive impacts of hurts, disagreements and conflicts that are not handled well.
- As well as studying the booklets encourage as many leaders as possible (and others in the Church) to attend Conflict Management Training.
- This area also includes training in ethical guidelines and behavioural boundaries.

2. Give opportunities to observe.

- There can be many observation opportunities, including: To visit and watch people doing the ministry, e.g.: go visiting with Church pastoral visitors; attend music practices (plus prayer times, rehearsals, evaluations and learning opportunities); prayer ministry alongside experienced members of a Healing-Prayer Ministry team (and attend pre-service prayer times and other training sessions).

- Talk to people involved in a ministry area – both:
 - Those in our Church (especially to understand what the ministry involves and whether to join that area), and
 - Those experienced in that area of ministry from another Church (especially to grow in a ministry area where the member is currently involved).
- Apprenticeships are one of the most effective methods of observing-recruiting (checking a person’s suitability and giving an idea of what the ministry involves) and equipping. Every ministry area can have an apprenticeship system.

3. Provide introductory overviews to many ministry areas.

- Often people have picked up information about a ministry and have some experience in that area.
 - Nevertheless it is important to ensure people have a good understanding of the basic requirements and methods to be used in that particular ministry in your Church.
 - In other words do not assume people know what you expect them to do and how.
- While people know quite a bit it is often found that one or two very basic things may be missing from their experience (e.g. people may have a desire to be involved in prayer ministry, and have sometimes never experienced a “listening to the Lord” approach to healing-prayer ministry – see Booklet 8: ‘Healing-Prayer Ministry’.

4. Prepare/find basic training courses for all main ministry areas.

- To cover introductory training requirements Church leaders need to source good basic introductory training materials;
- Some that people can be given to work through on their own (but not too large or they may never get around to it);
- Some that the Church regularly “takes people through”:
 - Some that will be ‘discovered’ being used in other Churches,
 - Some that will be specifically prepared for your Church.
- These “Developing Your Skills Booklets” were offered in print because, following Diocesan training events, people frequently asked for copies of the notes to use to train themselves and/or to train others.

5. Explain where each ministry fits into the total life of the Church.

- This enables Church members to get a big picture and understand where their ministry fits into the overall thrust of the Church as it fulfils its mission.
- It also encourages people to feel they are significant members of a larger team.
- Understanding this they then have a better idea of how to support and assist each other.
- Newsletters, sermons, special leaflets, comments, explanations at new member meetings, etc. will enthuse and increase peoples perceptions of their and other’s ministries.

6. Evaluate people's "equipped-ed-ness".

- We can help people not to be afraid of evaluation.
- Some evaluation will be done in a carefully planned event.
- Much evaluation is done by Church leaders "keeping their ears to the ground".

7. Provide ongoing training and inspiration.

- Evaluation will alert both the Church's leadership and the individual ministers as to where expertise needs developing.
- Encourage people to attend courses – both those in the Church and relevant courses provided in other situations.
- The Church may decide to have a training budget to make it easier for people to attend courses.
- Continue "drip feeding" – especially at ministry support meetings.
- Look for possible resources in booklets, books, videos, magazines and training courses.
- Some topics will be specific to a ministry:
 - Example: Cell Leader Training - how to lead a discussion when difficult people sidetrack, disagree or disrupt.
- Some topics will be general and apply to most ministry areas.
 - Example: How to cope with criticism thrown at you.

Questions: Equipping

What are you doing (could you do) to better equip the members of your Church?

- What specific equipping needs do people have for the ministry areas your Church is endeavouring to work in?
- Where do you / could you point people, so they obtain relevant, understandable, introductory training material?
- For people who are developing further expertise in their ministry area (or for Clergy assisting the growth of such people) – what equipping materials or courses have you investigated (and know have proven helpful to others)?
- Are there people in your Church (may be with the gift of writing) who could prepare basic training materials to equip people in your Church to do the ministries God is calling you to?
- Setting up an apprenticeship system is important – but what guidelines would you give to those who have apprentices ministering alongside them?

Area Four: SUPPORTING

The reality is:

people often forget to provide support or to be supported

Yet:

to minister at their most effective, people need support

The Challenge

1. There are often people who feel unsupported in their ministry. They are left to “do it” with no guidance and no-one to turn to for help, prayer and care.
2. People are too busy:
 - People are often too busy to have time to be supported.
 - Church leaders are too busy dealing with the urgent that they often do not set-aside time for the important.
3. It is difficult to know the most effective way to offer support and to know exactly what people require.
 - Ask the question, “What does support mean for you?”
 - We can receive guidance by asking people to complete the statement: “I feel supported when”
 - However keep in mind that some people do not realize they need support.
 - Also some cannot identify what kind of support they require.
4. Some people need more support than others, either:
 - Because of who they are, or
 - Because of who they minister to or support.

The Methods

- 1. Teach and expect people to want support.**
 - This can become one part of the ministry climate in the Church.
 - Freely offer support and people will begin to realize how important it is for their ministry.
- 2. Encourage the Church to appreciate and support each other.**
 - Encourage people to offer encouragement and support for each other – and it will become “the way our Church does things”.
- 3. Set aside time in your diary.**
 - This is an essential role for anyone who is responsible for a ministry team – especially Church staff.

4. “Initiate” 1-1 Support.

- Take an interest in what people are doing in their ministry – ask questions, share affirmations you have heard, listen to how they feel it is going, allow them to discuss the struggles they are having (do not be so busy affirming them that you miss hearing what they want to say).
- The person you are supporting sets the agenda for any one to one support times you have together.

5. Proactively solve problems – they usually do not “go away”.

- Endeavour to anticipate them – listen for early warning signs.
- Deal quickly with problems, or ensure someone does, or check that the people concerned are coping.

6. Set up regular support - training meetings.

- These should be held regularly (although the definition of “regular” needs to be decided carefully keeping in mind the situations of the ministry and the people involved).
- Possible purposes and elements to include are, to:
 - Teach and train.
 - Enthuse and Encourage.
 - Hear and help - two way.
 - Solve problems – others in the ministry will have ideas.
 - Develop a parish feel – seeing the big picture.
 - Reinforce what is important – refresh the vision.
 - Help with evaluation.
- In today’s busy society meetings should be to the point and not waste time.

7. Adjust Support Structures to ensure they are appropriate for the size and journey stage of the Parish – as the Church gets larger support systems will need to change.

Questions: Supporting

Question: What enables you to feel supported in your ministry?

- What kinds of support do people need when they are involved in ministry?
- How do we discover the answers to that question when the definition of “support” can vary so widely?
- People are busy. Some do not (always? initially?) feel the need for support. What support structures are appropriate? What type of meetings, with whom, what frequency, for how long, with what content, etc?

Area Five: COORDINATING AND OVERSEEING

“Expect to put a lot of time into this – if you do not your Church is unlikely to reach its potential as a good EMM Church.”

The Challenge

1. Coordinating is to ensure Church life is tied together, moving in the same direction, and one area of ministry is not cutting against another – causing clashes or misusing resources, (including personnel deployment). Coordinating involves strategic development, information sharing, etc.
2. The challenge is to coordinate and oversee without “controlling” and therefore restricting real EMM.
 - There are significant differences between control and coordinating.
 - The negative side of control can be restricting - leaving people feeling that they are not in a “permission giving Church”.
4. Many Vicars or Senior Pastors do not easily pick up the role of coordinator.

The Methods

- 1. Whether they like it or not the Vicar or Senior Pastor must accept the role of figurehead; security provider; and envisions.**
 - This is the most important aspect of coordinating and, when done well, gives people real security as the ministry of others develops.
- 2. The most tricky area that is hard to always get right: Learn how to balance involvement with standing back.**
 - It is never easy to resolve the tension between: how much to get involved and attend, versus how much to stand back and give freedom – and when.
 - Two dangers are: getting too involved in areas that should be left to other people; and being too much ‘out of the road’ so that people doing ministry are not even aware of the support and interest of the Senior Pastor.
 - Freedom is given to people when they know you are relying on them, giving them permission, and not always looking over their shoulder.
- 3. Trust the people and show you do.**
 - If you get the balance in Number 2 right you will be on the way to building an understanding of how much you trust your ministers.
 - The way you talk and write about people will build trust.
- 4. Overseers will choose carefully what ministries have energy invested in them.**

Most Churches, especially those small in numbers of people, cannot cope with too many ministries being developed at once. This means that energy is most likely to go into:

- o Essential ministries
- o Ministries for which people have energy and vision.

Consequently some ministries wait or die.

5. **Clergy and senior leaders - increase your understanding** of and basic skills for most ministry areas.
 - To oversee a ministry area (supporting, guiding decisions, problem solving etc.), you will need some understanding of that ministry – how it is going, its goals, the struggles, the potential and the methods.
 - This is not knowing everything about it nor being “an expert” (dangerous people!), but knowing enough to carry on a supportive conversation and ask intelligent question.
 - Gain this understanding with some basic reading or asking those involved to tell you about what they are doing, why and how.
 - Anybody making decisions about a ministry area needs to prepare themselves in this area – including: members of vestry, ministry teams, elders etc.
6. **Set up structures to cover required evaluation, organizational and developmental issues** – these will depend on the size of the Church.
7. **Communicate well** – with ministry leaders, members of ministry teams, the decision makers and the people of the Church.

Questions: Coordinating and Overseeing

What are your biggest successes and difficulties in this area?

- This area takes considerable time – especially that which needs to be given by the Vicar or Senior Pastor. How do Clergy build such times in their diaries? What do they give up doing? What guidelines help them reallocate time to the important and avoid being controlled by the urgent?
- How would your Church differentiate between “control” (in its negative sense) and coordinating (in the positive way that will help the development of EMM)?
- Role change is painful and threatening. To oversee and coordinate an EMM Church clergy may need to change their role. How are clergy helped to make those changes?
- How are the people helped to understand the reasons and new realities?
- What new skills do your clergy need? They could need such things as supervision, decision-making, communication, problem solving, strategic planning, etc. Where do your clergy get help with these skills?
- What guidance can be given to those struggling to balance the involvement versus standing back tension?

OTHER ISSUES TO KEEP IN MIND

1. Overload. Busy people in today's society often have too much to do. The same applies to people who are too willing but unrealistic. Both groups run into dangers of overload, stress, burnout, ministries not done well, family pressures etc.

- “*One person – one main ministry*” is a really good principle – if you can find a way to do it. Difficulties will need to be overcome.
- This often means fewer ministries – but done more effectively.
- People need the freedom to say “no”.
- Committees which talk about ministry should be done away with, or have fewer members, so that the people are released to do the ministry, and given freedom to make decisions about it.

2. Timing. When should new people ‘pick up’ a ministry responsibility?

Certainly new people need time to, for example:

- Know the ethos of the Church (or they may “bring” their last Church with them).
- Recover from burnout or tiredness due to the recent past.
- To have some maturity in the faith. How much?
- Be tested for suitability – especially for children's and youth ministries.
- Know the full range of options available for ministry.
- Receive training.

3. Resources. Each Church has its own supply of people's time, energy, money and skill. These need to be used carefully and strategically.

4. Freedom – boundaries. It can help if each Church is clear about how much freedom people have to initiate aspects of their ministry and what things need to be checked with leadership before they are acted upon or introduced. For example: money that can be spent; what new ministries can be begun; what procedures need to be followed before recruiting new people.

5. Removing people. How? Again this is something leaders will need to know how to do because there will be times when people need to be removed – e.g. when they are overloaded, out of their depth, in the wrong area, setting bad examples, etc.

6. Appropriate commitment periods.

- Before taking on a ministry role it is helpful for people to know what commitment they are making – e.g. for one year.
- There needs to be ways for people to ‘get out’ of a ministry.
- If people feel that it is difficult to escape without feeling guilty the Church ethos will become one of reluctance to take on any responsibility.

7. Job Descriptions. If possible each ministry area needs a brief and simple position description. There are advantages in setting it out under the following headings:

- Aim/purpose. What we are hoping to achieve in this area.
- Tasks/responsibilities. Here distinguish clearly those areas the person is to assist with (e.g. “be a member of the preaching team”) and those areas the person will be responsible for leading or “making happen” (e.g. “you are responsible for developing a preaching team and organising topics”).
- Support. How? By whom? What meetings? How often?
- Accountability. To whom? Over what? Commitment period.
- Review, assessment, evaluation. When? How?

SPIRITUAL GIFTS QUESTIONNAIRES

Gifts questionnaires are available in a variety of resources – e.g. the Willow Creek Network Course. When using them, or pastoring people who are doing questionnaires, ensure you help them understand the following.

The helpfulness of Gift Questionnaires

1. They help pinpoint possible gifts.
2. They help us look at ourselves.
3. They give encouragement to explore possibilities.
4. They open us to receive/develop other gifts.
5. They educate people about gifts and ministries.

The dangers of Gift Questionnaires

1. They are **subjective** – what we feel comfort-able with, not what God wants to push us into.
2. They focus on the **past** – what we have done.
 - Not what we should have done, or should do in the future.
3. They are how we **see ourselves** – we may have a wrong view about our abilities.
 - They are not how others see us.
 - They are not how God sees us.
 - We may see ourselves incorrectly – for example if we are feeling negative about ourselves we will take ourselves down and not be realistic in the way we rate the questionnaire.

4. The **names** that are used.
 - There are various definitions and interpretations of gifts.
 - For example “Knowledge” in some questionnaires comes across as “research and analysis”, in other questionnaires or writings it comes across as a suddenly inspired piece of knowledge given directly by the Spirit of God to a person.
 - On completion ensure people understand the meaning of the gifts in the questionnaire they fill in.
5. We can **predetermine the answer** by linking into the cycle of the Questionnaire – and begin answering what we think we should be good at or would like to be gifted in.
 - Use answer sheets that do not have titles or an obvious cycle.
8. We think “can I do this”, rather than “**God can do it through me**”.

Some additional issues to teach on Spiritual Gifts

1. Help people be aware of **gift mixes** which shape ministries. Often the ministry we are suited to is dependant on the mix of gifts – not just one particular gift.
2. Help people see that the **purpose of gifts** is for the body to function in the way that God wants it to, and to achieve the end results the Lord has in mind.
3. Gifts can be **used** in the Church, in the community and/or the world.
4. A gift is **more than a natural talent** - it relies on the Spirit’s power.
5. The real issue is **where I am called to serve**.
6. There is a **difference between gifts and roles**.
 - All of us can do anything - e.g. pray for someone who is sick - yet some may have a particular gift for healing.
 - All of us are called to give financially although some will have the gift of giving.
7. **Gifted people still make mistakes** and need both the Lord’s and our forgiveness – therefore we should not criticize those who sometimes get things wrong - no matter how gifted those people are.
8. **God decides** – we desire.
9. We should seek to **avoid** (1 Corinthians 12 deals with these).
 - Self depreciation
 - Self sufficiency
 - Depreciating others
 - Gift projection
 - Gift exaltation.
11. They are for **every** Christian.

12. **God gives gifts in a variety of ways:**

- By “ambush”- suddenly gifted and empowered.
- As we serve – this may be the most common way.
- When we are prayed for.

13. Things (in addition to those in the Recruiting section above) that help us discover which gift and/or ministry we could have, include:

- **Listening** (to God, to others and to our feelings).
- **Using** the gifts.
- **Watching** the results.
- Being guided by **others**.
- Noticing **opportunities** God creates around us.
- **“Frustration”**.

HOME/CELL GROUPS CAN ASSIST IN DEVELOPING AN EMM CHURCH.

Cell Groups can have a variety of purposes for existence. I would suggest five purposes could be achieved (see “Developing Successful Home Groups and Leadership” for more on this):

1. Members with a sense of belonging.
2. Maturity of the Christians.
3. Mutual Care.
4. Ministry Formation.
5. Multiplication of Members, Groups and Leaders.

With regard to “Ministry Formation”, groups help the Church develop EMM by doing things that:

1. Set a climate for every member ministry.
2. Give basic training for ministry.
3. Help members discover their gifts.
4. Give an opportunity for members to experiment with gifts and ministries in the group setting, e.g. by letting people take turns at leading the discussion.
5. Help members find their ministry in the Church by: noticing and commenting on people’s passions and interests, suggesting people they could talk to and suggesting suitable people to the Church’s leadership.
6. Be supported in their ministry by praying for members and hearing the stories of ministry achievements etc.
7. Encouraging people to take up apprenticeship roles.
8. Sharing out organisational responsibilities & leadership roles.

HELPING THE CHURCH MOVE FORWARD

Share these ideas with others in your Church. Set up (with the Senior Pastor's permission and involvement) a group who can explore what might be appropriate for your situation. The questions above are issues that your Church may need to explore. Other areas will also become evident. As you explore possibilities keep in mind the need to understand that there are different types of Churches – different environments, different sizes, different stages of their development journey, different skill-resource packages. Principles may be similar but out workings will need to be adjusted.

USEFUL RESOURCES

William M Easum "Sacred Cows Make Gourmet Burgers (ministry anytime, anywhere, by anyone)" (Abbingdon)

Peter Wagner "Your Spiritual Gifts Can Help Your Church Grow" (Regal)

Willow Creek Resources: 'Networking' Course';
'Church Leaders Handbook';
'Leading Life Changing Small Groups'

Bob Barrett "Developing Successful Home Groups and Leadership
137 A5 pages \$10.00 + Post \$1.00

Frank Tillapaugh "Unleashing the Church"

R. Paul Steven "Equippers Guide to Every Member Ministry" (IVP)

Gary Collins "How to be a People Helper" (Tyndale)

Douglas Johnson "The Care and Feeding of Volunteers" (Abingdon)

Plus many other books to assist with discerning gifts and equipping Christians.

TITLES IN THE SERIES:

- Number 1 "Visitor Friendly Worship"
- Number 2 "Worship - Who is it for?" – 2001 edition.
- Number 3 "Leading Worship - The Prayers"
- Number 4 "People Helping Skills"
- Number 5 "Preaching and Teaching"
- Number 6 "Stewardship - The Financial Area"
- Number 8 "Healing - Prayer Ministry"
- Number 9 "Informal Worship - Designing and Leading"
- Number 10 "Incorporation - Helping Newcomers Into Membership"
- Number 11 "Change - Introduce New Things Successfully"
- Number 12 "Youth Ministry For the 21st Century"
- Number 13 "Handling Hurts in the Church"
- Number 14 "Managing Conflict in the Church"
- Number 15 "Every Member Ministry – Making It Work"
- Number 16 "Criticism – How Do We Respond?"

Please note that Number 7 on Planning is not available in the Electronic Series.
