

CPM Coaching Toolkit

**Church Planting Movements
International Mission Board, SBC
Version 2.0 April 2003**

Description of Documents in this CPM Coaching Toolkit

1. **ASR Coaching Tool** is a suggestion on how to use the ASR report as a basis for coaching discussions.
2. **Coaching Field Personnel** is an outline for how to conduct coaching sessions.
3. **Coaching List** is a checklist of CPM approach methodologies or principles which can provide a starting point for tactical appraisal.
4. **Debrief** is a description of how and when to use debriefing as a coaching tool.
5. **Master Plan Eval.** is a series of questions to use in the evaluation of a master plan for a new team.
6. **Master Plan Evaluations** is a series of questions to use in the evaluation of a master plan for an existing team.
7. **Monthly report form** is a suggested format for reporting which provides a basis for appropriate coaching content and style.
8. **Morale measurer** is a series of questions to ask which is an effective predictor of morale. It can provide a guide for adjustment of leadership/coaching style.
9. **On Training Instead of Teaching** is a guide for imparting ministry skills instead of merely knowledge.
10. **Quarterly report form** is a suggested format for reporting which provides a basis for appropriate coaching content and style.
11. **Regional evaluation** is intended for evaluating the strategy and leadership style for RLs and SAs and possibly cluster leaders.
12. **Misc tools** is a collection of analysis tools which can prove useful in coaching situations or self-coaching.
13. **Writing testimony** is a sample tool which could be used in conjunction with **On Training Instead of Teaching**.

- 1) **ASR Coaching Tool** is a suggestion on how to use the ASR report as a basis for coaching discussions.

ASR Coaching Tool

As a supervisor, one of your functions is to help your supervisees remain focused on their primary task. The monthly report is a primary tool to use in this way. Your thoughtful response to monthly reports is extremely valuable. An additional tool that should be used at least annually is the ASR. A sample form allows you to view the past three ASRs side-by-side. The information to complete this template is available online from the Global Research Department for every entity engaged. This format can bring out trends which are useful. It can also suggest questions such as:

1. There have been no new churches for the past three years. Why? What can be done about it?
2. Baptisms are less than one-fourth of new church members. How or why is that happening?
3. The number of new believers in discipleship training is only a tiny fraction of the number of new church members. Why is that?
4. The number of leaders trained is about four times the number of churches. How have you been able to manage that? Describe the ecclesiology of the churches so I can understand what that looks like at the local level. How has that impacted or interacted with the rapid church growth?

Part 1 - General Information

Supervisor **Super 14**
 Team Leader: **Strategy Coordinator 1**
 Entity Count **1**
 Team Target **Team 1**
 Entity ID **6796**
 Language: **Chinese, Mandarin**
 Ethnicity **Han Chinese**
 Locations
 Country **China**
 Province:
 District:
 City:

Part 2 - People Group Assessment

Part 2 includes ALL KNOWN Evangelical work among the team target

Engaged Population	3,358,592	Religion	Non-religious
Evangelical Christians	20,500	Christian % Population	0.61%
Evangelical Churches	68		

Part 3 - Team Progress

Jan 1994	1 Language and Culture Study Underway
Oct 1998	2 CPM-Oriented Training and Plan Developed
Oct 1998	3 Implementing CPM Strategy
Jun 1996	3.1 Evangelism Initiated
Jun 1999	3.2 CPM-Oriented Discipleship Training Initiated
Jan 2000	3.3 CPM-Oriented Leadership Training Initiated
Jun 2000	4 First CPM-Oriented Church(s) Planted
Aug 2000	5 Second Generation of CPM-Oriented Churches Planted
Aug 2000	6 Third and Fourth Generation of Indigenous Church Reproduction
	6.1 Sustained and Satisfactory Rapid Expansion
	7 Saturation Church Planting Strategies Initiated
	8 Transitioning
	9 Monitoring

Part 4 - Annual Statistical Report

Part 4 includes ONLY work that is 'baptistic' in nature AND directly or indirectly a result of the work of IMB field personnel and their partners

Cumulative Engagement by	Current TL	27	39	51	Yr to Yr
	<u>2000</u>	<u>2001</u>	<u>2002</u>		<u>Inc/Dec</u>
Total Churches	32	61	67		9.84%
New Churches	13	29	6		-79.31%
Total Outreach Groups	0	3	10		233.33%
New Outreach Groups	0	1	7		600.00%
Baptisms	26	17	8		-52.94%
Church Members	450	565	625		10.62%
Participants in Ch Bible Teaching	0	22	22		0.00%
New Believers in Discipleship	0	63	50		-20.63%
Church Members in Discipleship	0	16	79		393.75%
Non-Residential Leader Training	200	200	200		0.00%
Residential Leader Training	0	26	41		57.69%
<i>TOTAL Leader Training</i>	200	226	241		
Baptist Partner Home Missionaries	0	0	0		
Baptist Partner International	0	0	0		

<u>Part 5 - Main Thing / Faith Report</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
MT-1 ~ New Believers	79	152	67	
MT-2 ~ Target Group New Believers	79	124	30	
MT-3 ~ New Church Starts (Direct)	13	29	4	
MT-4 ~ TG New Church Starts (Direct):	13	27	2	
MT-5 ~ TG New Church Starts (Indirect)	0	6	6	
Faith Estimate ~Direct New Church Starts	0	75	20	
Faith Estimate ~Indirect New Church	0	175	50	
Faith Estimate ~TOTAL New Church	0	250	70	
Reality Report ~Direct New Church Starts	0	29	0	
Reality Report ~Indirect New Church	0	0	0	
			Real: Faith	
Reality Report ~TOTAL New Church	0	29	0	--

2001 NOTES:

2002 NOTES: Part 2 # of Churches and ASR # of Churches are suspiciously similar. If ASR #'s are correct, Part 2 Estimate of Churches should probably be increased

2) **Coaching Field Personnel** is an outline for how to conduct coaching sessions.

Coaching Field Personnel for CPMs

Defining Coaching

Coaching is helping people use their life and work as a guided learning experience. People thus learn by doing, as well as by feedback from the coach. Through good coaching, the aim is to help people generate knowledge and experience themselves, rather than being force-fed knowledge and being exposed only to vicarious experience. The aim of the ideal coaching situation is to allow people to complete assigned tasks, while at the same time strengthening their skills for similar assignments in the future. The aim of coaching is personal (and organizational) excellence through the effective use of one's abilities and potential.

Coaching tends to be specific to a situation. It is carried out with a very specific end in view, in this case, the ability to initiate and nurture CPMs. The focus here is on learning and development. Coaching provides a route for the rapid transfer of skills, knowledge and experience from one person to another in an on-task – and therefore relevant – ministry setting. Coaching provides for learning through a process of discovery, through discussion, and hands-on experience. The end result of good coaching is the successful completion of the ministry tasks together with a strengthening of skills, knowledge, motivations and self-confidence. While coaching does focus on the present, it is more future oriented. Coaching focuses both on progress in ministry and personal development.

How It's Done

- a) A coaching appointment – at least quarterly
- b) Additional contact between appointments is even better
- c) Occasional observation of the implementer in action
- d) The coach should model ministry skills for the implementer whenever possible – inviting the implementer to observe the coach in action

Good coaching provides a focus on ministry-related goals, a review of progress and feedback on behavior. It also assists in the identification of any problems that hinder progress and the achievement of goals. Successful coaching processes are based on one-to-one, interactive. It is an organized and disciplined process that aims at mutual exploration, discovery and continual learning.

Activities of a Coach at a Typical Coaching Appointment

- a) Ask good questions
- b) Celebrate accomplishments together
- c) Affirm as much as possible
- d) Help get things back on track when necessary
- e) Agreement upon practical assignments

- f) Follow-up and accountability-(people do what we expect and what we inspect!)

Important Actions to Take:

- Use **open-ended questions** to draw out solutions
- Invite the implementer to **evaluate** these solutions
- Draw out the **consequences** of each of the solutions
- **Build** on the implementer's ideas and suggestions
- **Exhaust** the flow of the implementer's ideas/suggestions before offering comments
- **Share** experiences and alternatives
- **Elicit** conclusions from the implementer
- **Summarize** and check to **clarify** what has been agreed
- Being clear about what is required in terms of specific, identifiable outcomes.
- Making an overall summary of major learning points.
- Agreeing an implementation plan as regards reasonable time schedules for the completion of the various tasks.
- Setting dates for regular review sessions (email, telephone, or face-to-face) to check progress and achievement.

How to Prepare for Your Coaching Appointment

1. **Review** the most recent report and notes from your last appointment.
2. **Review** any other notes you've been jotting down in between appointments. You'll especially get a lot of ideas for discussion when you observe the implementer's ministry.
3. **Prioritize** the issues you identify.
 - a) List them in order of importance and list initial questions about them.
 - b) You usually won't have enough time to cover everything. Lower priority issues can be postponed, if necessary. Start with the issues the implementer wants to talk about.
4. Think about **resources** you can suggest that will be most helpful with the things the Small group leader is facing now.

How to Make Suggestions Effectively

Some coaches get the wrong idea that they have no opportunity to give input or suggestions since coaching is mainly asking questions and actively listening. This is inaccurate! Most coaches have a lot of good ideas that the Small group leaders will greatly benefit from. It's important to learn how to reach maximum effectiveness in making suggestions. It's done through asking questions! Here's how:

1. **Have the Implementer Brainstorm**
For the area in which you'd like to make a suggestion, first have the implementer brainstorm and think of as many options as possible. Hopefully they will think of your suggestion on their own! If so, affirm them for their good idea. They may even think of an idea better than yours! If the implementer doesn't think of your idea, here's what you can do next:
2. **Ask If You Can Add One More Option**
After the implementer has thought of all the options they can possibly think of, you can ask something like, "Could I add one more option we might also consider?"

The implementer likely will say, "Yes." Then you can give your option.

This isn't the final decision. This is just one option among many.

3. **Have the Implementer Choose an Option**
Now, ask the implementer something like this: "Of all the options we've talked about, which do you think is best?"

Let the implementer make their choice. If, in your opinion, the implementer makes a wise choice, affirm that decision. Have them list the pros and cons of the option chosen.

But what if they choose an option that you believe is inappropriate or possibly detrimental to the ministry? Here's what to do:

4. **Evaluate the Option Chosen**
You can ask something like: "What do you think are some of the pros and cons (or strengths and weaknesses) of that option?" Help the implementer to discover the disadvantages of the option they have chosen. Then, evaluate other options, until they see the benefits of a better option.

Help The Implementer Set Goals : Well Written Goals Are SMART

Specific: Choose a specific starting time for the group if it's new

Measurable: A goal to reach a measurable number of people should be set.

Achievable: The goal should stretch our faith. The goal should be beyond where we're at now. At the same time, it's got to be realistic.

Result Oriented: Measure the result or fruit desired, not just an activity in the process.

Time Bounded: Set a specific target date for when the tasks will actually be completed.

Check Progress At Every Coaching Appointment

You can use the **GROW** technique to do this:

Goal: Review each goal or the goals that the implementer is focusing upon at the present time and ask what progress is being made toward the fulfillment of that goal? Can the goal be accomplished within the time frame specified? If not, what adjustments need to be made?

Reality: What has actually been accomplished, in **Reality**? If the project is on target, affirm the implementer! Celebrate!! Identify successes and build on these for even greater fruit. If the **Reality** is that achievement of the goal is behind schedule, still be sure and celebrate what has been accomplished, even if what has been accomplished is only small. Then, go onto Options.

Options: Try to identify why progress has been slower than hoped. Ask if the perceived obstacles actually were obstacles. If yes, ask if the implementer has been able to turn those obstacles into opportunity. Were there unforeseen obstacles? Brainstorm various **Options** of what could possibly be done now to begin to make better progress toward the goal.

Will Do: Of all the various options discussed, what step **Will** actually be taken during the coming days. At the next appointment, at the latest, the implementer will report to you the result of this action step.

Coaching Appointment Evaluation Questions

1. How well did I listen?
2. Were the coaching questions effective?
3. Did they lead to clear action plans?
4. How did I demonstrate personal care?
5. How and when did we pray?
6. How did I strengthen our relationship?
7. What victories did we celebrate?
8. How did I encourage him?
9. How did I help expand his vision?
10. What additional resources should I provide?
11. How is the implementer (and family) growing personally?
12. What assignments were made that I need to follow up on?
13. What do I need to be sure and remember to pray for?
14. What will I do differently in our next coaching appointment to make it even more effective?

- 3) **Coaching List** is a checklist of CPM approach methodologies or principles which can provide a starting point for tactical appraisal.

CPM Approach Coaching List

(check all that apply)

- ❑ Modeling prayer for unbelievers and believers
 - This includes evangelistic praying (for healing, etc.) and modeling a holistic prayer life.
- ❑ Intentional searching for persons of peace
 - These are people of reputation (good or bad) who are spiritually searching or responsive and can serve as an introduction into their community.
- ❑ Broad seed-sowing with feedback loops for filtering
 - There are many ways to do this, including options for illiterates.
- ❑ Immediate, rapidly-paced follow-up for new converts
 - This should include involving them in witness to family and friends and often daily follow-up Bible studies.
- ❑ New converts resulting in new churches and new leaders
 - The default pattern should be to establish new churches rather than include new converts in existing churches. If new churches are established then some of the new converts should lead (and be mentored from the background).
- ❑ Locals serving as up-front church leaders from the beginning
 - This is tied to the point above. New convert leaders must be equipped to stay one step ahead of the others in the church so they will have somewhere to lead. The use of local leaders is essential for rapidly reproducing movements and transition is a thorny issue so it is best to start with local leadership.
- ❑ Approaches and tools appropriate to literacy level of group as a whole
 - This includes leadership training. Approaches with illiterates include: CBS, Scripture memorization, use of songs for memorization, audio cassettes (of Scripture for example), etc.
- ❑ New converts are equipped to be self-feeding
 - This includes the ability to interpret and apply Scripture, have an experiential understanding of how to hear from the Lord in prayer, and an understanding of the function of the Body for fellowship, equipping, and all the “one another” passages.
- ❑ All discipleship and leadership training employs dual accountability
 - Dual accountability refers to the application of Scripture and the passing on of what they have received. In other words, training for any person or group should not continue to new topics until what has already been covered has been obeyed/applied by each person and has been passed on to others.
- ❑ Training is bite-sized and on-the-job

- All church life should be included in this point. This is integrally tied to the point above, since dual accountability is not practical for large chunks of training or in settings where it cannot be implemented. Do not train potential leaders, but rather train people who are implementing.
- Believers organized in small groups
 - This is essential to enable accountability, participation, enable grassroots leadership, and so on.
- Churches have a shared leadership form
 - This is important for many reasons, not least of which is that grassroots leadership is often the primary bottleneck for church multiplication.
- Participative approach to church life (worship and ministry)
 - Passive recipients rarely become active propagators.
- Ministry utilizes training cycle
 - Model, assist, watch and leave. This applies to individuals and to groups. Remember the bicycle metaphor.
- Relational circles of new converts followed up quickly by them
 - This should happen the day someone comes to the Lord. The gospel travels most quickly along existing lines of relationship.
- Intentional grouping of unbelievers for ministry
 - This is tied to the point above. In this case, the family or friends are essentially followed up before conversion.
- Methods used are reproducible (including use of time)
 - This includes technology, education, etc. Do not spend 60 hours a week planting a new church. Spend 6 hours per week on each of 10 churches.
- Goal of ministry is not converts /“disciples” or even CPers, but CP trainers
 - See the orchard in every apple. “It is a great joy to lead others to the Lord. It is a greater joy to plant new churches. It is the greatest joy to train others to plant churches.” Train, don’t teach.
- Team models instant obedience and risk-taking faith
 - God wants to radically multiply this kind of discipleship because it glorifies Him.
- Spiritual reproduction is expected and celebrated
 - Reproductivity is a sign of health and God’s blessing. Much fruit that remains and reproduces glorifies the Vine.
- Fruit has DNA of vision for God’s glory to the ends of the earth
 - The resources are in the harvest. The Great Commission is given to all disciples.
- Christians are encouraged to be involved with two churches at a time
 - In one church they will primarily be equipped while in the other they can serve as a shadow pastor (temporarily) or a leader (longer term).
- Time until the first CPM training event for nationals is minimized
 - If language competence is not yet sufficient, locate a bilingual believer who can translate the training. If no team member is capable of leading the training, locate someone who is and request assistance (preferably the training of the SC or other coworkers or team members). If there are no

known Christians among your group, consider using VIMs with bilingual materials to survey. (E.g., 1. Do you know any Christians? Can you take me to them? 2. [only for Christians] Do you want to see many people among {target} come to Christ? 3. [if #2 is yes] We have a friend who would like to train you to start small churches so people can be saved. Would you like to be trained? 4. [if #3 is yes] Would you please write your name and contact information here?)

- 4) **Debrief** is a description of how and when to use debriefing as a coaching tool.

QUESTIONS TO ASK IN A DEBRIEFING SESSION

Every team should debrief periodically and after every significant event or project. Debrief interactions with people as well (witnessing encounters, discipling or shadow pastoring sessions, networking opportunities, meetings, etc.) We miss many opportunities for learning and improvement when we fail to debrief properly. When possible, include an outsider in the process to ask additional questions.

1. What was the purpose?
2. How did we do against the objectives?
3. What did we learn from the activity?
4. What went well (including unanticipated outcomes)?
5. How can we improve it?
6. What did not go well or was not addressed?
7. What did we learn about group process or interaction?
8. What did we learn about others?
9. What did we learn about ourselves?
10. What issues were raised that need follow-up? (What? Who? When? How evaluated?)
11. Are there lessons that should be passed on to nationals? Regional (or global) IMB personnel? GCC partners? Others? How can that be done?
12. What has God impressed on your heart through this?

Throughout a debriefing process, you are essentially harvesting ideas for improvement rather than simply passing judgment on past activities. Some other helpful tools in this process are:

1. Exploring contrarian positions. For example, make statements like:
 - a. Often the most effective witness (church planter, trainer, practitioner) is one with the least previous experience. Why did you recruit pastors for that church planting team? What advantages could that prohibiting the involvement of church staff members bring us in this setting?
 - b. It's usually best not to integrate a new convert into an existing church. Why did you introduce them into such-and-such church?
 - c. Wouldn't it make more sense to encourage them to be involved with two churches so they could shadow pastor or lead in one and be equipped in another?
 - d. Why did you move on to the next lesson when they hadn't taught the previous lesson to anyone else? Covering material that isn't being applied and taught is counterproductive to their spiritual growth and maturity.
2. Play the "What-if" game. For example:
 - a. What if we had to train leadership for five thousand new churches next year. How could we do it?

- b. What if we had no foreigners on our team who were language-proficient?
 - c. What if it suddenly became impossible for foreigners to obtain visas?
 - d. What if we had no ministry budget? (This is pretty realistic!)
 - e. What if the government suddenly granted real religious freedom?
3. Evaluate, question, and challenge assumptions. This is similar to #1 above:
- a. Are you saying a new convert can't lead a church?
 - b. Are you saying women aren't allowed to baptize anyone?
 - c. Do you really believe that a larger church is stronger?
 - d. Would you say that a group can't be a church if they don't have a pastor and deacons?
 - e. Are you assuming that we have to wait for a written Bible translation to begin broad seed sowing?
4. Role changes. What would the event, project, interaction, etc. look like from the perspective of:
- a. A local religious leader.
 - b. A government official.
 - c. A local church member.
 - d. A local unbeliever.
 - e. A GCC partner.
 - f. An RLT member.

In some cases, it is beneficial to adapt these same tools for the purpose of a “pre-briefing” or preparation for an event. This can help sensitize team members to key issues and aspects of a situation before they enter it.

- 5) **Master Plan Eval.** is a series of questions to use in the evaluation of a master plan for a new team.

EVALUATING MASTER PLANS

1. Is it God-sized?
2. Are there prayer support methods that are wide? Intimate?
3. Are there a broad range of evangelistic methods and approaches?
4. Is there wide-scale sowing of the gospel?
5. Is there a broad resource pool for laborers?
6. Is provision made for the equipping and training of those who are mobilized?
7. Is there a focus on reaping families and existing social networks?
8. Are there methods to group unbelievers and win them in groups?
9. Are there plans to form new churches rather than merely building on old ones?
10. Does the plan develop and utilize local leadership from the start?
11. Are there items which are done alone which could be opportunities for mentoring/modeling?
12. Are there items which are done by foreigners which could be done by locals?
13. Is provision made for ongoing leadership training of nationals?
14. Are patterns established which will limit reproduction (buildings, tools, leader training, etc.)?
15. Is the plan as a whole focussed and intentional?
16. Is the training cycle apparent (model, assist, watch and leave)?
17. Does the plan explicitly provide for utilizing resources in the harvest?
18. Are filtering methods employed to help identify seekers?
19. Are the media/Scripture/witness items tied to the formation of new churches?
20. Are the media tied to one another?
21. Are there feedback loops provided for the media/Scripture items?
22. Is the plan comprehensive in regard to geography/age/gender/socioeconomics/education?
23. Are arrangements made for evaluation of people/projects/approaches?
24. Is there a focus on developing vision for outreach/missions among new believers?
25. Is there an exit perspective, a plan to work the SC and other outsiders out of their jobs?

Do you know of resources which can assist in the accomplishment of some aspect of the plan?

- 6) **Master Plan Evaluations** is a series of questions to use in the evaluation of a master plan for an existing team.

MASTER PLAN EVALUATION

QUESTIONNAIRE FOR ASSESSING MASTER PLAN

1. How many among this UPG/city received a gospel witness during this past week?
 - a. How many received a gospel witness from the SC and/or his IMB team?
 - b. How many received a gospel witness from GCC on the ground partners?
 - c. How many received a gospel witness from local Christians?
 - d. How many received a gospel witness from broadcast media and hand held media?
 - e. Compare these totals to 6 months ago.
 - f. What is the SC doing, and which parts of his Master Plan need to be emphasized, to significantly increase the gospel impact on the people group?
 - g. What can you suggest to help the SC significantly increase the gospel presentation? How much time, effort, energy is the SC putting into rapidly getting massive amounts of gospel to his/her people?
 - h. What case studies, examples, illustrations can you share with the SC to help to build an understanding of how to get more gospel to his/her people?
 - i. Is the gospel going to every segment of the people? Is the Master Plan aimed at only one geographic or economic segment of the people?
2. How many intentional church plants are underway today?
 - a. How many intentional church plants are at each stage of Model, Assist, Watch, and Leave?
 - b. How many of these church plants are second, third or fourth generation plants?
 - c. Who among the people group are the most effective church planters? Does the Master Plan include having the mentor, train, or share their expertise with potential church planters?
 - d. Does the Master Plan include, and is the work actually being done, to equip, encourage and multiply the number of local church planters?
 - e. Review with the SC the current year's faith estimates and clarify expectations regarding support and resources from the IMB to achieve this faith estimate.
3. How effective is the mobilization being carried out at actually bringing more gospel witness to the UPG/city?
 - a. Networking and mobilization effectiveness is measured by drawing a straight line from the mobilization activity to church planting. Help the SC understand the relationship, or lack of relationship, to various mobilization activities in the Master Plan to CPM.
 - b. Is the SC's default setting to look to the IMB for personal and/or financial resources?

- c. How effective is the SC in influencing the strategy and methods of GCCs and local believers?
 - d. Is excessive time, effort or expense being put into mobilization?
 - e. Is mobilization focused on the least likely to be effective, or the most likely to be effective? Many SCs use the mirror approach to mobilization rather than the yardstick approach. They look for persons most like themselves (mirror) rather than closest to their people (yardstick).
4. Is the SC wise, disciplined, and knowledgeable in the positive and negative impact of money on accomplishing the Master Plan?
 - a. Make sure that you, the supervisor, are aware of all the IMB, GCC, personal, and other funds the SC is administering, disbursing, and controlling. Is the SC administering or controlling funds that are not referenced in the Master Plan?
 - b. Regularly revisit with the SC the requests for funds that locals ask for and how the SC responds to those requests.
 - c. Discuss the issue very prevalent all over China of buying friendships and the disastrous consequences that often result.
 - d. Discuss the moral, ethical, and ministry consequences of disbursing funds without written receipts, accountability, reputable witnesses, and clear communication of expectation of what the funds will be used for.
 - e. Ask pointed, detailed questions about how ministries being funded will reach all of the UPG/city.
 - f. Will the ministries now being funded continue in the future without outside funding?
 - g. What are the local expectations, both stated and unstated, for continued funding?
 - h. Share case studies of destructive use of money.
 - i. Ensure that the SC is aware of East Asia guidelines on the use of money.
5. How dependent is the SC on the spiritual dynamics of a church planting movements to accomplish the goals of the Master Plan.
 - a. Is the SC a spiritual person?
 - b. How much prayer is focused on the salvation of the UPG/urban center?
 - c. To what extent is there anticipation, expectation, and planning for the miraculous?
 - d. How focused is the SC on the lostness of the UPG/urban center?
6. What family issues, personal issues, equipping issues, resource issues and other issues need to be addressed as they impact the Master Plan?
 - a. What commitments does the SC need to make to address any of these outstanding issues?
 - b. What special assistance do you need to commit to help the SC address any of these issues?
 - c. What changes need to be drafted in the current Master Plan following this evaluation session? What timetable can you and the SC agree upon for completing this revision?
 - d. What budget has already been approved, what UFNs need to be submitted?

- e. How much longer does the SC and family intend to remain where they currently reside?
7. Does the Master Plan provide for equipping, training and encouraging local leaders in reproducible church planting?
- a. Is the SC sufficiently fluent in the local language to train local leaders? If not, what is a reasonable time frame to achieve such fluency?
 - b. What equipping of leaders is currently underway and are those receiving the equipping immediately implementing what they learn?
 - c. This current year, how many local leaders will be trained and what support/accountability structures are in place?

- 7) **Monthly report form** is a suggested format for reporting which provides a basis for appropriate coaching content and style.

MONTHLY REPORT FORM Name _____ Date _____

SC/SL/TL Only

_____ CPPI for team and keys to move to next phase:

_____ Number target group hearing gospel via all means this month (estimate)

_____ Number of total churches (all born again) in people group.

_____ Number of total disciples (all born again) in people group.

Cluster Coordinator/SA/RL Only

_____ Number of newly engaged segments (UPGs/urban centers) by IMB

_____ Number of newly engaged segments (by GCCs and partners)

_____ Total number of unengaged segments

All Field Personnel (leave blank if zero or inapplicable for A questions)

A1. _____ Number of target group hearing gospel via your direct witness

A2. _____ Number of target group in discipleship/leadership training via direct ministry

A3. _____ Number of target group in discipleship/leadership training via indirect ministry

A4. _____ Number of new churches (first generation)

A5. _____ Number of new churches (second and subsequent generations)

A6. _____ Number of new disciples (first generation)

A7. _____ Number of new disciples (second and subsequent generations)

My current development level (D1-D4) for:

- B1. ____ Evangelism in field context
- B2. ____ Discipleship/leader training (multiplicative in field context)
- B3. ____ Church Planting (grouping of believers into congregations)
- B4. ____ Facilitation of church reproduction
- B5. ____ Communication competence in field context
- B6. ____ Personal health issues: diet, exercise, rest, etc.
- B7. ____ Spiritual disciplines: prayer, Bible study, fasting, etc.
- B8. ____ Relationships: marital, family, coworker, etc.
- B9. ____ Other key performance area: _____

- D1 Beginning Learner** “I see this as important but really do not have a handle on how to function independently.”
- D2 Practicing Learner** “I have some level of understanding and ability, but would primarily see myself as still needing training and assistance.”
- D3 Learning Achiever** – “I have a good grasp on the task and given the opportunity to clarify some of the uniqueness of my situation, I would be able to function quite well.”
- D4 Training Achiever** – “I have significant understanding and grasp of the task and would welcome the opportunity to train others who could benefit from my experience.”

Questions C1-C13 are optional (if question is inapplicable then leave it blank).

- C1. Which (B1-B9) above are areas of particular importance for your development at this time?
- C2. In which of these areas do you need special assistance beyond what is currently being provided?
- C3. What is the Lord teaching you in terms of your walk with Him or ministry/CPM insights?

C4. Who would benefit from your sharing what the Lord is teaching you and when will you do this? (nationals, IMB personnel, GCC partners)

C5. Whom are you mentoring?

C6. What do you need from me?

C7. Where are you seeing God at work and what implications does that have for your work?

C8. What crises do you see on the horizon and what implications does that have for your work?

C9. Evaluation of current ministry efforts: What should be repeated/continued?
What should be stopped/left out? What can be improved?

C10. Who is the Lord laying on your heart for evangelism? For following relational lines for church planting? For discipleship/leadership training?

C11. What suggestions do you have for me in doing my job?

C12. What prayer requests do you have so I can BLESS you through prayer?

Body:

Labor:

Economic:

Social:

Spiritual:

C13. Travel schedule and major events for the next three months and objectives for each.

C14. **(Required)** Have you reviewed the questions below with an accountability partner this month?

___ Yes ___ No If not, answer the D questions for this report.

D1. Have you been a testimony this month to the greatness of Jesus Christ with both your words and actions? ___ Yes ___ No

D2. Have you been exposed to sexually alluring material or lusted after another?
___ Yes ___ No

D3. Have you lacked integrity in your financial dealings or coveted something that does not belong to you? ___ Yes ___ No

- D4. Have you been honoring, understanding and generous in your important relationships? _____ Yes _____ No

- D5. Have you damaged another person by your words, either behind their back or face to face? _____ Yes _____ No

- D6. Have you continued to remain angry toward another? _____ Yes _____ No

Explain any problem areas from #D1-D6 above so you can be prayed for.

Specify what steps, if any, you will take to rectify the situation.

- 8) **Morale measurer** is a series of questions to ask which is an effective predictor of morale. It can provide a guide for adjustment of leadership/coaching style.

Questions to evaluate the quality of leadership being provided and to predict satisfaction and productivity:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission / purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

- 9) **On Training Instead of Teaching** is a guide for imparting ministry skills instead of merely knowledge.

On Training Instead of Teaching

(Training deals with imparting skills to use while teaching deals with imparting knowledge to acquire.)

1. Start with asking:
 - a. What is your business?
 - b. How is business?

Deal with issues which are in answer a. and for which the answer to b. is less than satisfactory.

2. Use role-playing activities (with multiple repetitions), e.g.:
 - a. Have participants practice giving their testimony to one another multiple times. Have them customize their testimony for people of specific backgrounds or going through specific life circumstances.
 - b. Prayer walk with participants through public parks or other places where they can experience praying for individuals. Use this as a tool for locating people of peace. Have them offer to pray for people in their presence.
Pray for BLESSings:
Body (health)
Labor (job)
Economy (financial situation)
Social needs (friends and family)
Spiritual needs (salvation or spiritual growth and health)
 - c. Have participants divide into groups of three and take turns leading actual evangelistic or follow-up discipleship Bible studies (e.g. “Models for Ministry” or Ying Kai’s). They should do this at least three times in a single training session just prior to actually using it in their ministry. They should use an interactive/participative format and model questions that will enable other participants to become self-feeding.
 - d. Utilize dual accountability with the participants which will model its use for them. (Check on whether or not they actually applied what they learned and whether or not they taught it to others.) Assist them in setting up structures to assure this pattern is ongoing (e.g. discipleship chains, Life Transformation Groups, leadership accountability meetings, etc.)
 - e. Role-play following lines of relationship to locate and bless a seeker’s or new convert’s oikos.
 - f. Look for opportunities to train instead of teaching as often as possible. E.g.:
 - i. How to segment a city...do it together.
 - ii. How to mobilize resources...have participants attend churches or other Christian gatherings and do it, after role-playing it in class.
 - iii. How to use media...view the J-film and role play follow-up discussions based on different types of viewers.
 - iv. Etc.

10) **Quarterly report form** is a suggested format for reporting which provides a basis for appropriate coaching content and style.

QUARTERLY REPORT FORM Name _____ Date _____

SC/SL/TL Only

_____ CPPI for team and keys to move to next phase:

_____ Number target group hearing gospel via all means this quarter (estimate)

_____ Number of total churches (all born again) in people group.

_____ Number of total disciples (all born again) in people group.

Cluster Coordinator/SA/RL Only

_____ Number of newly engaged segments (UPGs/urban centers) by IMB

_____ Number of newly engaged segments (by GCCs and partners)

_____ Total number of unengaged segments

All Field Personnel (leave blank if zero or inapplicable for A questions)

A1. _____ Number of target group hearing gospel via your direct witness

A2. _____ Number of target group in discipleship/leadership training via direct ministry

A3. _____ Number of target group in discipleship/leadership training via indirect ministry

A4. _____ Number of new churches (first generation)

A5. _____ Number of new churches (second and subsequent generations)

A6. _____ Number of new disciples (first generation)

A7. _____ Number of new disciples (second and subsequent generations)

My current development level (D1-D4) for:

- B1. ____ Evangelism in field context
- B2. ____ Discipleship/leader training (multiplicative in field context)
- B3. ____ Church Planting (grouping of believers into congregations)
- B4. ____ Facilitation of church reproduction
- B5. ____ Communication competence in field context
- B6. ____ Personal health issues: diet, exercise, rest, etc.
- B7. ____ Spiritual disciplines: prayer, Bible study, fasting, etc.
- B8. ____ Relationships: marital, family, coworker, etc.
- B9. ____ Other key performance area: _____

- D1 Beginning Learner** “I see this as important but really do not have a handle on how to function independently.”
- D2 Practicing Learner** “I have some level of understanding and ability, but would primarily see myself as still needing training and assistance.”
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Questions C1-C13 are optional (if question is inapplicable then leave it blank).

- C1. Which (B1-B9) above are areas of particular importance for your development at this time?
- C2. In which of these areas do you need special assistance beyond what is currently being provided?
- C3. What is the Lord teaching you in terms of your walk with Him or ministry/CPM insights?

- C4. Who would benefit from your sharing what the Lord is teaching you and when will you do this? (nationals, IMB personnel, GCC partners)
- C5. Whom are you mentoring?
- C6. What do you need from me?
- C7. Where are you seeing God at work and what implications does that have for your work?
- C8. What crises do you see on the horizon and what implications does that have for your work?
- C9. Evaluation of current ministry efforts: What should be repeated/continued? What should be stopped/left out? What can be improved?
- C10. Who is the Lord laying on your heart for evangelism? For following relational lines for church planting? For discipleship/leadership training?
- C11. What suggestions do you have for me in doing my job?
- C12. What prayer requests do you have so I can BLESS you through prayer?
Body:
Labor:
Economic:
Social:
Spiritual:
- C13. Travel schedule and major events for the next three months and objectives for each.
- C14. **(Required)** Have you reviewed the questions below with an accountability partner this quarter?
 ___ Yes ___ No If not, answer the D questions for this report.

- D1. Have you been a testimony this month to the greatness of Jesus Christ with both your words and actions? ___ Yes ___ No
- D2. Have you been exposed to sexually alluring material or lusted after another?
 ___ Yes ___ No
- D3. Have you lacked integrity in your financial dealings or coveted something that does not belong to you? ___ Yes ___ No

- D4. Have you been honoring, understanding and generous in your important relationships? _____ Yes _____ No

- D5. Have you damaged another person by your words, either behind their back or face to face? _____ Yes _____ No

- D6. Have you continued to remain angry toward another? _____ Yes _____ No

Explain any problem areas from #D1-D6 above so you can be prayed for.

Specify what steps, if any, you will take to rectify the situation.

- 11) **Regional evaluation** is intended for evaluating the strategy and leadership style for RLs and SAs and possibly cluster leaders.

Regional Assessment Interviews

Priorities/Roles

1. What % of the population (and how many PGs) are addressed?
 - a. Already reached (2% evangelical)?
 - b. By IMB?
 - c. By anyone?

Then talk about roles for each category. “a” teams need to be working on equipping nationals to plant churches locally and cross-culturally. “b” teams need to be initiating work that will reproduce. “c” is a top priority for new personnel.
2. Do you have teams that are not getting the job done? If so...
 - a. What can be done to improve them, change their role or move them?
 - b. Are others adequately addressing those targets?
 - c. Can others be mobilized or equipped to reach those targets (nationals, GCCs, SBC)? How?

If “b” then are our people necessary? How can they be profitably deployed?
3. Do you have teams that have been assigned a cluster of PGs? If so, are they actually addressing each of the groups? If not...
 - a. What can be done to improve them, change their role or move them?
 - b. Are others adequately addressing those targets?
 - c. Can others be mobilized or equipped to reach those targets? Who and how?

This tells you if they are serious about addressing all groups or if they are just checking them off a list to satisfy administrative demands.
4. Are there redundant approaches for reaching the major population segments? What are they? Can this be increased?

If there is only one approach in place then talk with them about a “full-court press.”
5. Does your region have personnel who need to disengage and move closer to “the edge”? Personnel who need to change roles from primary/direct church planting to equipping within the same target? How can you bring this about?

Help to create dissatisfaction in them regarding current roles and constantly be looking for ways to improve.
6. What is the average team size within your region and how large are your three largest teams? Could breaking up these teams help in engaging new targets?

Globally, the trend is that team size is inversely proportional with effectiveness.

CPM Methodology

7. What percentage of the new churches and baptisms are:
 - a. Primarily reporting what a national convention or union is doing?
 - b. Direct IMB personnel church plants?

c. Indirect IMB involvement? (How can this be increased?)

Part “a” may serve as a wake-up call that our personnel are not being effective. The ratio of “b” to “c” is a good measure of whether or not CPM methods are being utilized. Except in the very beginning work among a new target, the majority of new churches should be “c”.

8. How many individuals in your region received a gospel witness during this past week?
 - a. How many received a gospel witness from IMB personnel?
 - b. How many received a gospel witness from GCC on-the-ground partners?
 - c. How many received a gospel witness from local Christians?
 - d. How many received a gospel witness from broadcast, print, and AV media?
 - e. Compare these totals to a year ago. What can be done at the regional level to significantly increase the gospel impact and exposure?
Use this question to help highlight the need for broad seed-sowing, cooperation with other groups, and utilizing the resources in the harvest.
9. How are your people sowing the gospel massively?
Suggest additional options you are aware of.
10. In leadership training of nationals, describe the selection process. (Are you training actual leaders or only potential leaders?) Describe the accountability processes. Is the training bite-sized/just-in-time with immediate implementation (before the next “bite” or small segment of training)? If not, how could this be achieved? How is (or can be) there accountability for trainees training others?
This will reveal if they understand the role of training in CPMs.
11. In general, does your region have difficulty in transitioning from Bible studies or meeting points to churches? If so, is the problem primarily one of definition or leadership issues, or some other factor? What could be done to alleviate or eliminate the problem?
This question may expose one or more key bottlenecks in the prevailing church planting attitudes or processes.
12. In your fastest growing movement(s), what (other than spiritually responsive people) is methodologically responsible for the rapid pace?
If the following items are not mentioned, ask about them: filtering; immediate turning of leadership over to locals; multiple leadership forms; massive exposure to the gospel; discipleship viewed as processes and patterns to practice and pass on rather than a body of knowledge to transfer; daily (as opposed to weekly) evangelistic and discipleship Bible studies; emphasis on the urgency of the message of the gospel; following existing relationship lines of new converts, etc.
13. Do most of your personnel know what a CPM (or even a house church) looks and feels like? If not, how can this be remedied? How can they experience key aspects of it?
If they do not mention the following then suggest: forming teams or families into functioning house churches; visiting areas with a CPM (or house churches); role playing; evaluating actual current ministry situations as case studies for possible implementation of CPM-type approaches, etc.

Strategy Issues

14. Is the gospel going to every segment of the people? Are teams addressing everyone in terms of age/gender/socioeconomics/education/geographics?
Talk through possible approaches to neglected segments of society.
15. How are your people taking advantage of existing opportunities for filtering (identifying those who are spiritually seeking or open) and seeking out new ways to filter? What are your most effective filters? (What feedback loops are in place and how are these being followed up?)
Help them see additional possibilities.
16. Are the various media employed in your region linked effectively? Do they contain feedback loops and follow-up mechanisms? How could this be improved?
Suggest some additional options if possible.
17. What percentage of your region's budgetary allocation is determined at the RLT level (rather than at the team level)? Is this how you want it? If not, what are your plans to change it? How can more determination be given at the team level?
This is a good indication of their tendency to control strategy as well.
18. If you could start from scratch and not be bound by existing IMB structure or relationships with national conventions or unions, what approach would you take to reaching your region?
Help them see how their idea might actually be implemented. Listen for principles which can be achieved in alternative ways.
19. If the IMB allocated an additional \$1 million to your region next year, how would you spend it?
This gives you an idea of whether they are limiting ministry because of perceived limits in money. It also gives you some idea of their priorities. Talk through possible alternative ways to fund their idea.
20. Are the teams in the region wise, disciplined, and knowledgeable in the positive and negative impact of money on accomplishing their respective master plans?
 - a. What are the requests for funds that locals ask for and what is the response to those requests?
 - b. Will the ministries now being funded continue in the future without outside funding?
 - c. What are the local expectations, both stated and unstated, for continued funding?**This helps highlight possible financial dependency issues. Discuss possible remedies.**
21. Are IMB personnel doing ministries that nationals could be doing? If so, how is transition being accomplished?
This helps identify possible personnel dependency issues. Discuss possible remedies.
22. What role have signs and wonders played in Kingdom growth in the region as a whole (Baptist and non-Baptist)? To what extent is there anticipation, expectation, and planning for the miraculous on the part of IMB personnel? Does this need to change, and if so, how can that be done?

Discern if negative attitudes toward signs and wonders may be limiting what God can do through the IMB or if our involvement may actually be hindering the work. This may also indicate what range of GCC partners they may feel comfortable in working with.

Seeing Broader Resources

23. What plans are in place to address the untargeted groups in your region?
 - a. Who else can be mobilized to address them?
 - b. How can they be equipped?

This shows how Kingdom (vs. IMB) focused they are. Do they see the resources in the harvest?
24. Do any of the IMB teams or countries have saturation church planting plans (e.g. DAWN projects)? What is the status of those projects?

If they don't know then encourage them to get in touch with Dawn Ministries and to get involved.
25. Are there nationals or GCCs already present who could benefit from training or coaching and would be open to it? How can you arrange for this to happen?

Propose additional possibilities you are aware of.
26. Which GCC groups do you already have significant partnerships with and what do the projects with them look like?

Propose additional possibilities you are aware of.
27. Is the default setting to look to the IMB for personnel and/or financial resources?
 - a. How effective is the region in influencing the strategy and methods of GCCs and local believers?
 - b. What percentage of the regions expenditures comes from SBC sources?
 - c. Is mobilization focused on the least likely to be effective, or the most likely to be effective? Many people use the mirror approach to mobilization rather than the yardstick approach. They look for persons most like themselves (mirror) rather than closest to their people (yardstick).

This question puts resources in perspective for them or highlights key resources they have yet to fully take advantage of.
28. What is being done, to equip, encourage and multiply the number of local church planters?

This had better be a big piece of the region's ministry. If not, help them recognize the resources in the harvest.
29. Are the churches in your region growing in their missions-sending capacity? What is the rate and quality of sending and how can that be improved?

If this isn't on their radar screen, there is a problem. Help them see potential here.
30. What are you doing to facilitate the mobilization of disciples from within your region to take the gospel to the ends of the earth?

If this isn't on their radar screen, there is a problem. Help them see potential here.
31. How effective is the mobilization being carried out at actually bringing more gospel witness to the region? (Networking and mobilization effectiveness is measured by drawing a straight line from the mobilization activity to church planting.)

This helps identify where they perceive resources come from and what they see as key resources. Help them recognize local resources if necessary.

Leadership

32. How are you holding your personnel accountable for:
- Witnessing?
 - Forming groups?
 - Not leading groups of believers (shadow-pastoring instead)?
 - Implementation of their team's master plan?
 - Preparing local believers to replace them?
- If this is lacking, game plan a solution with them.
33. How are you challenging your personnel to:
- Be mobile/temporary?
 - Re-evaluate their proximity to the edge regularly? (Are there other roles, peoples, or regions which would present more strategic leverage points for their ministry?)
 - Establish a rapid pace?
- If this is lacking, game plan a solution with them.
34. Does your region have a CPM/CP consultant (SA or someone else) who can serve to coach and mentor teams on-site? If not, would that be helpful? Who could do this for you? How can you free up time for them to do this?
- This can help you see how much priority they give to equipping their personnel.
35. Does the RLT know what the fastest growing and multiplying churches in the region (Baptist or otherwise) are doing? Have they studied the situation to learn from it? If not, how can this be done?
- This provides a rough guide to their eagerness for learning and improvement, their focus (on IMB vs. Kingdom), and their tendency to measure themselves against themselves.
36. What are the top three innovations implemented among your teams in the past year? How have these been rolled out to other teams in the region?
- This is a measure of risk tolerance and openness to change.
37. Who are the top three team leaders in your region?
- Why do you evaluate these three as the best?
 - How do you reward them?
 - What are you doing to encourage their influence on others in the region?
- This is a good general gauge of fruitfulness in the region and of their performance as a learning organization.
38. What is the best CPM in your region or the closest thing to a CPM? What is being done to increase the harvest from it? What is being done to export it?
- This provides an estimate of their effectiveness as a learning organization and of their ability to maintain healthy dissatisfaction with current performance.
39. What was the most significant decision made by the RL or RLT last year that affected the region's ASR and CPPI?
- This is a way to estimate the amount of leadership (as opposed to administration) is taking place in the region.

40. How are you identifying and developing new leaders from among your IMB personnel? If you had to replace your entire RLT from within your region today, who would you select? How can you begin to prepare them now for that possible future eventuality? Who are some possible future RLs in your region? How can you prepare them for that possibility?

Encourage them to keep a list of “up-and-comers” and intentionally provide them with growth opportunities.

41. What are you doing to keep teams/personnel healthy and growing?

Are they sharpening the axe effectively?

Grassroots Ethos (questions for various field personnel)

42. What is the quality and focus of training opportunities made available?

43. What is the degree of freedom (and encouragement) to try new things and to take risks?

44. How much planning and budgeting control is delegated to the local team level?

45. Do the support functions within the region demonstrate an empowerment that results in shared responsibility and accountability?

12) Misc tools is a collection of analysis tools which can prove useful in coaching situations or self-coaching.

HELPFUL QUESTIONS

1. WHO...
 - can help or make contributions?
 - must I "sell" on this idea?
 - can help me get additional resources?
 - will benefit?

2. WHAT...
 - do I need in the way of additional resources?
 - techniques or methods can I use?
 - is the best way?
 - is the first step?
 - will convince them?
 - approach would I take if I had unlimited resources?
 - are significant trends which might affect our work?

3. WHERE...
 - should I start?
 - is resistance likely to be found?
 - is the most fertile ground?

4. WHEN...
 - should I introduce the plan?
 - should we implement the ideas?
 - should we revise our strategy?
 - should I pull out?

5. WHY...
 - should I buy this idea?
 - is this way better?
 - is the resistance so strong?

6. HOW...
 - can we improve on the idea?
 - can we "test the waters"?
 - can I persuade centers of influence?
 - can we evaluate effectiveness?
 - can we make this ministry effective in the long term?
 - can we prepare our work or strategy for upcoming changes we foresee?

CHECKLIST

This is a list of trigger words which can help you change your approach or mind-set toward a problem. Consider using this list as another tool in your kit!

1. Magnify
2. Minify
3. Modify

4. Rearrange
5. Substitute
6. Combine
7. Adapt
8. Reverse

Examples:

1. How can we add value to or increase (magnify) the level of accountability among church members?
2. How can we reduce (minify) the backdoor problem?
3. How can we change (modify) existing institutions so they will be more effective?
4. How can we change the composition of (rearrange) our team?
5. How can we replace (substitute) nationals for missionaries in most functions?
6. How can we affiliate (combine) new house churches with existing convention churches?
7. How can we adjust (adapt) our TEE programs to meet the needs of house churches?
8. How can we alter (reverse) Baptists' attitudes toward the value of buildings and theological degrees?

ROLESTORMING: Use rolestorming as a more productive form of brainstorming as a tool to help solve your next tough problem.

1. First conduct a normal brainstorming session to come up with as many approaches as possible to a stated problem. Record all ideas on a flip chart or whiteboard. Do not read the next step until you have completed this step.

2. Ah, ah! No peeking!

3. Now have each person assume the identity of another person and propose ideas they believe that person would suggest. Change roles several times and proceed until the flow of ideas slows with each identity. Some roles you might consider are: other team members, various administrators, local believers, government officials, Christian businessmen outside your region, denominational mission executives from other agencies, parachurch agency workers, two-thirds world missionaries, local unbelievers, local religious leaders, etc.

ENDVISIONING (or REVERSE PROBLEM SOLVING)

1. Problem-solving capacity can be increased through this technique. First, visualize what the situation would be like with the solution in effect.

2. Second, imagine what conditions existed just prior to the solution being produced and what changes might have influenced that final increment of improvement.

3. Proceed backward, step by step, until you reach the status of the current situation.

3. Explain how you will go about implementing your strategy:

FORCE FIELD ANALYSIS: sample

It is exceedingly difficult to find long-term overseas Chinese workers for pioneer fields in China.

=====
Cite objective, goal, target, problem, or need above



1. My change strategy is to: ___ Increase the driving forces
 ___ Weaken the restraining forces
 X Do both of the above

1. Explain the rationale for your strategy:
I need all the help I can get so I will use both approaches.

2. Explain how you will go about implementing your strategy:
The last driving force is the main one I will act on by helping to arrange cooperative assistance from more well-established agencies in providing training, orientation, and various support services for qualified Chinese missionaries. I will also work with someone on the development of Chinese home schooling materials. I will encourage retirees to go, people to take their elderly parents along, and young people to go before they have school-aged children.

5-M ANALYSIS

The 5-M analysis can be used to diagnose problems or evaluate successes or both.

DIFFICULTY
or SUCCESS
MONEY

MANPOWER

METHODS

MATERIALS

MINUTES

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

	MANPOWER	METHODS	MATERIALS	MINUTES
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

PERSONAL APPLICATION WORKSHEET

Indicate key points of presentation or article in the left column. If there is a related action which you need to take in your own ministry then indicate that in the right column, preferably with a timetable. Have team members take notes on books, articles, case studies, or presentations that they are exposed to using a form like the one below.

TOPIC OR TITLE OF ITEM: _____

KEY POINTS

ACTION I INTEND TO TAKE

1.

1.

2.

2.

3.

3.

4.

4.

5.

5.

6.

6.

7.

7.

8.

8.

RISK ANALYSIS

Use the T-column approach to evaluate benefits versus risks when making decisions or to analyze how to deal with risks. Indicate at the bottom of the sheet how you might overcome the possible risks.

RISKS	BENEFITS

How could you overcome the possible risks?

PROBLEM DEFINITION

Watch for instances of people formulating or stating their problems in terms which prevent them from solving the problems. Examples might include:

1. Our problem is that we just don't have trained personnel.
2. My problem is that I don't have the time/energy/connections/education/experience to pull it off.
3. Our problem is that the convention doesn't buy into the approach and won't allow us to work that way.
4. The problem is that the nature of the persecution here prevents church formation.
5. The problem is that other GCCs subsidize church planters.
6. The problem is that everyone views house churches as cults.

In other words, problems which are defined in terms of resignation, blame of others, self-blame, insurmountable barriers, and so on, are certain routes to non-resolution.

13) Writing testimony is a sample tool which could be used in conjunction with **On Training Instead of Teaching.**

TELLING MY STORY

PART A - IDENTIFYING THE TESTIMONY THEMES OF MY LIFE

- Worries/Anxiety..... Inner Peace
- Guilt/Shame..... Forgiveness
- Anger/Temper..... Patience and love
- Emptiness/Lack of Purpose..... Purpose in life
- Grief..... Comfort and joy
- Stress/Burnout..... Power for living
- Low self-esteem..... Significance to God
- Poor health..... Strength to go on
- Disappointment..... Trust in his good plans
- Insecurity..... Confidence and security
- Regrets..... A second chance at life
- Discontent-Always busy..... Contentment and peace
- Fears..... Faith to face my fears
- Loneliness..... He's always with me
- Addictions/Habits..... Power to change
- Self-centeredness..... Love for other people
- Despair/Depression..... Hope
- Cheap thrills..... Real, lasting happiness
- Boredom with my life..... Adventure with God
- Fear of Death..... Assurance of heaven
- "Something was missing"..... Sense of fulfillment
- Bitterness & Resentment..... Freedom from my past
- Pain of rejection..... God's unconditional love
- Marriage Problems..... Changes in my marriage
- Financial Problems..... Changes in my finances
- Business Problems..... Changes in my business

The most predominate theme in my
life: _____

PART B - WRITING MY TESTIMONY

1. **What my life was like before I met Christ.**

What common circumstances would an unbeliever identify with? What were your attitudes that an unbeliever would identify with? What was most important to you? What substitute for God did you use to find meaning in your life? (sports/fitness, success at work, marriage, sex, making money, drugs/alcohol, having fun, entertainment, popularity, hobbies)

2. **How I realized I needed Christ.**

What significant steps led up to your conversion? What needs, hurts, or problems made you dissatisfied with the way you were living without God? (Choose a theme) How did God get your attention? What motivated you?

3. **How I committed my life to Christ.**

What specifically did you do to step across line? Where did it happen? What did you say in your prayer? Be specific.

4. **The difference it has made in my life.**

What benefits have you experienced or felt? What problems have been resolved? How has Jesus helped you change for the better? How has it helped your relationships? Give a current example.