



**REPORT FROM KEVIN HODGES ON STUDY TOUR  
TO THE CHURCH OF THE HIGHLANDS  
21<sup>ST</sup> July 2017 to 2<sup>ND</sup> AUGUST 2017**

## **INDEX:**

Executive Summary	Page 3
History of the Church of the Highlands	Page 4
First Impressions (and recommendations to Hope Central)	Page 5
Visits to other Campuses (and recommendations to Hope Central)	Page 6
The Vision of the Church of the Highlands (and recommendations to Hope Central)	Page 7
Church Planting – Multi Site Campus	Page 9
Annexure A (Lecture Notes from Highlands Conference)	
Annexure B (Transcript of Church Planting video seminar)	
Annexure C (Notes from one of the breakout sessions at conference)	

## EXECUTIVE SUMMARY

### PURPOSE OF THE TRIP:

My local church, Hope Central, under the leadership of pastors Joe and Jodie Habermehl has a vision for church planting, and to date, have planted one church from its home base at Elizabeth South, in the neighbouring Council area of Salisbury SA. Hope Central's vision is to plant churches using the multi-campus model currently being used in different parts of the world.

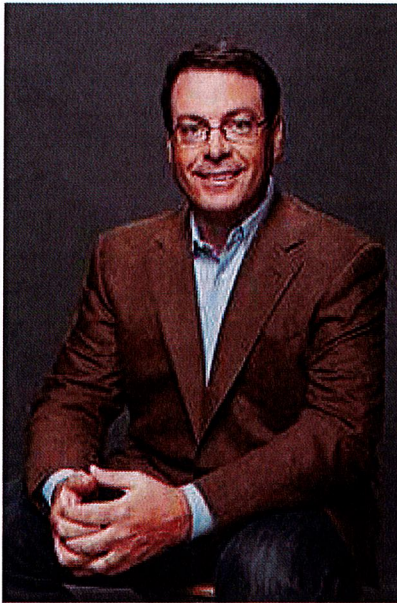
The **Church of the Highlands**, based in Birmingham, Alabama in the USA is a multi-site mega church. It currently has some 16 campuses around the State of Alabama as well as campuses in around 14 prisons.

In addition to growing its own church, Church of the Highlands has a passion to support other churches and has established the GROW Network. This provides resources and training events throughout the year. They have a vision to assist 1000 churches to grow to 1000 members. They also have another network ministry called Association of Related Churches (ARC) which is dedicated to training people to plant new churches.

At Hope Central, we have been listening to podcasts of Highland's weekend sermons and joined the GROW Network. Highlands makes available through the GROW Network all of its resources and materials completely free of charge. We have made good use of some of their resources, particularly its "Growth Track:".

They hold an annual Leadership Conference in July each year at their Grants Mill Campus (the original church and now Head office). I approached our Board at Hope Central with a request to attend this Conference in 2017 with a view to learn as much as possible about the multi-campus model and to observe first-hand how it all functions on the ground. The Board approved my proposal and budget to attend. It was then suggested an approach be made to the South Australian Executive of CRC Churches International for a Study Scholarship to fund the trip. This was subsequently approved and as a part of the approval process, it was agreed that I would furnish a written report of the trip and be available to any other CRC churches who might be interested in the multi-campus model.

## History of Church of the Highlands



Pastor Chris Hodges, who was raised Southern Baptist, emphasizes a conservative, evangelical interpretation of the Bible. He spent 11 years on staff at the 8,000-member Bethany World Prayer Center in Baton Rouge and seven years at New Life Church in Colorado Springs, Colorado. Church of the Highlands is modelled on those.

Pastor Chris Hodges dreamed of planting a church with a simple goal—to help people connect with God so that they might reach their full potential. With the help of the initial Dream Team, 34 people committed to seeing this dream become a reality, Church of the Highlands began February 4, 2001. That Sunday, more than 350 people attended the first service at the Fine Arts Center of Mountain Brook High School in Birmingham, Alabama.

From the beginning, Church of the Highlands has focused on reaching those who do not know God personally and building relationships through Small Groups. The life-giving message of the Gospel, the passion and joy of Sunday services, and the simple style of Highlands brought immediate growth. In the first year, the church grew to 600 people in weekly attendance, and 371 people committed their lives to Christ. At the same time, we helped plant six other churches and gave nearly a quarter of our income to missions.

Today, between 48,000 and 50,000 people attend Church of the Highlands at multiple campuses all over the state of Alabama. It truly is “one church” in multiple sites. Every service held at every site is an identical clone, with the same songs being sung and the same sermon being brought in by live video feed to each site. Even the offerings are not counted at the Campuses, but all collections are sent to Head Office for counting and accounting.



## **First impressions:**

I attended the 9.30am service at the “Head office” campus at Grants Mill in Birmingham. The first impression is just the enormous size of everything. The buildings were purpose built on 125 acres. The carpark alone reminds me of a shopping centre car park back home. The building complex is equally huge. The main auditorium seats around 2500 people. In addition they have an 800 seat theatre and a separate traditional chapel that seats another 400 people. Everything is built to a high standard and presentation is excellent. There is a large foyer area set up with 20 coffee stations to welcome people as they see their Sunday service as their most important evangelistic outreach each week. Massive teams of highly-trained “Greeters” welcome people and assist with any inquiries. These people displayed great servant hearts and went out of their way to be helpful. I subsequently found that Highlands devotes a lot of time to training and supporting these “front-line” workers.

There is another large team of people working in the carpark, directing traffic. I also discovered that they enlist the help of the local Police to get people back onto the highways surrounding the site after each service.

I was made to feel very welcome by everyone I spoke to. They kept wanting to know if I was from Hillsong, which is apparently well known there! I had much pleasure in informing them I was a different “brand”. One of the Greeter team leaders took me under his wing and looked after me in style. He and his wife took me out to lunch after the service and after the conference gave me a guided tour of the city.

The auditorium is well set out with comfortable seating and great lighting. The service itself was pretty much “stock standard” and comparable to what we have at home. An excellent worship team led the worship time; announcements were made by a top quality video presentation, and Senior Pastor and founder, Chris Hodges preached. Hodges uses a large flat screen TV that has his sermon notes and scriptures on it that he moves through by touching the screen when he wants to move on. Quite impressive! I did come away feeling quite proud of our own worship teams and musicians. I felt that our standard is equally as good as what I observed at Highlands.

There is a tremendous spirit of generosity in the church. I found that the Greeter teams have their own “staff room” where they sign in and get their instructions for the day. The room is well set up and they supply food and drinks for everyone.

## **RECOMMENDATIONS FOR HOPE CENTRAL:**

1. Review training for our Hosting teams. Is each person clear on what they are required to do? At Highlands, they are very clear that their Sunday service is to attract unbelievers and see people saved. Do our people clearly understand our vision and the reason they are on duty?
2. What are we doing to care for our Hosting people? Highlands go out of their way to make their people feel valued and reward them with comfortable working conditions and refreshments.
3. Highlands have very high standards of presentation of the buildings and its furnishings. Whilst not luxurious, everything is excellent. Our standards are quite good, but we need to keep an eye on cleanliness and presentation.

## **VISITS TO OTHER CAMPUSES:**

I was able visit two other campuses the following Sunday after the Conference. These were Grandview and Greystone, also situated in Birmingham. Both of these facilities were existing commercial buildings that Highlands were able to purchase and turn into church facilities. The Grandview site houses their Highlands College and the ARC organisation has its own stand-alone building on the grounds of the Greystone campus.

I discovered a similar welcoming culture at both campuses. I also discovered that the Church of the Highlands really is one church that meets in several locations. Every single service is identical to each other. They even sing the same bracket of songs at each campus. They have the same notices given by video, and the same sermon is either live-streamed in from the Head Office church, or is a recording of the same message. The only real difference is that each campus has its own worship team and its own Campus Pastor. The Campus Pastor does the welcome and then closes the service with an altar call.

The whole organisation could not run or exist in its present format without massive use of technology. I was not able to get information about this, but they have mastered the use of modern technology to achieve their goals.

Currently they have around 16 different campuses in cities around Alabama as well as being in some 14 of the State Correctional facilities. The whole thing is very impressive.

## **RECOMMENDATIONS FOR HOPE CENTRAL:**

1. I'm not sure that we want to follow this model in the same way they do. The outworking of our vision at Hope Central is a bit different, in that our concept is to plant Hope Central churches, which are governed by one central Board, one set of finances, and sharing various personnel and resources.
2. We can certainly work with some of their concepts and procedures. Before they plant a new campus, they make sure they have a Campus Pastor appointed, as well as leadership in place for worship and children's ministry. We should do the same.
3. We need to investigate the available technology to enable us to live-stream the sermon to each campus rather than have the preacher physically visit each site. We are managing this satisfactorily at the moment with two campuses, but I think it will prove to be too taxing to do it a third time. Certainly if we get past three campuses, it will be impossible. The other advantage of having the one preacher preach the same message in each place each Sunday, would have the added bonus of communicating the one message to the corporate body.

## THE VISION OF THE CHURCH OF THE HIGHLANDS

There is no doubt that Highlands knows exactly why it exists and how to outwork its vision.

They believe the church is here to do four things. It was these four things that were presented in detail at the Conference part of the trip I attended. They then had break-out sessions to flesh out these four beliefs.

These beliefs and how they outwork them are as follows:

1. **KNOW GOD.** Every person in the world needs to know God. To come into a life-changing relationship with the Heavenly father through the work of Christ on the cross. They are, in other words, quite passionate about evangelism. The way in which they fulfil this part of their work is to put on outstanding services each Sunday that are meaningful and attractive to unbelievers. These services are also designed to be meaningful to the church people as well. They make an altar call each service and expect people to respond to the call for salvation. Indeed, it was a thrill to see people responding to the gospel call in each of the four services I attended. I didn't actually see that the services were particularly evangelical, or just for unchurched people. But, it clearly works for them.

They also spend time teaching and training their people in personal evangelism. However, the goal of the personal evangelism is for their members to invite their friends to one of the Sunday services where they can respond to the altar call.

2. **FIND FREEDOM.** The second plank of their belief system is that having come to faith in Christ, people need to find freedom from life's struggles and habits. They strongly believe that the only way people can find freedom and grow in their new faith is through relationships. Their system to fulfil this belief is through a massive small group structure. In fact, they actually have more people attending their small groups than they do at the Sunday services!

They run what they call a "Free Market" system of small groups. That is they run for School terms so people can chop and change according to their interests. And pretty much whatever interests people can be turned into a small group.

3. **DISCOVER PURPOSE.** Highlands believes that every believer is a minister, and leadership's role is to help people discover their unique giftings and purpose that God has called them to. They want people to serve and be involved. To this end, they have developed a 4 step program which they have called the **Growth Track**. This course is run every Sunday at every Campus following each service. The Growth Track introduces people to the church and encourage church membership. The course goes on to help people discover their gifts and purpose and to find a place to serve in the church.

4. **MAKE A DIFFERENCE.** The Growth Track is the place where people can discover not only their gifts, but also where they fit in the body. They have recruiters on duty at the last of the lessons to facilitate people joining up for various areas of service. They invite people to join what they are pleased to call the "Dream Team". Training and mentoring is provided for various areas of service.

They do not like to use the word "volunteer" as they believe each person is uniquely called by God to be a minister. Their culture is to encourage people to become true servants of the living God. I spoke to two of the Greeters at one of the services I

attended and they were quite adamant they were not "Volunteers". They counted it a privilege to be on a team serving the church.

There is no doubt in my mind that no-one would be in this church for very long before they clearly understood exactly what the church is on about and exactly where they could plug in and become a part of it all. It feels like a "factory", but in a very nice way!

**I have attached Lecture Notes on these four purposes as Annexure A to this report. These notes were handed out as a part of the Conference program.**

## **RECOMMENDATIONS FOR HOPE CENTRAL:**

1. At Hope Central, we have developed over the years, our own version of the Highlands Four values. Ours has three – Reach – Restore – Release. These three essentially are saying the same things as their four points. I don't think we need to change ours, as they have served us well to date and no doubt will continue to do so into the future.
2. With regard to "Reach" (our equivalent of Highlands "Everyone needs to Know God"), I want to recommend that we give serious thought and research to evangelism at Hope Central. We do not have a clearly defined method of evangelism, whereas it is very clear what they are doing at Highlands. Some questions to consider are: "What specific things are we doing about evangelism?"; "What could we do to facilitate evangelism?" "How can we deepen this value at Hope Central?"
3. With permission, we have developed our own version of the Growth Track and my recommendation is that we continue to use this program and refine it as needed. Feedback to date has been positive from attendees, especially gaining a clear understanding of who Hope Central is and what our values are.
4. Small Groups. They have a very clear purpose about their small groups. They see all their pastoral care and discipleship happening through this model. Our discipleship model is somewhat different. I believe God has given us a number of courses and programs for discipleship that have served us well, and it is my recommendation that we continue on with these. These include: New Christians Classes; Spiritual Formation Days; Bible Reading Plans; Developing Prayer; Parenting Courses; Marriage Courses; Dads for Kids and so on. No doubt there will be other courses developed and added as the years go by.

I do think we need to be very clear about the purpose and reason for our small groups. I would like to recommend that these be reviewed with a purpose of sharpening up what our groups are all about and how they can serve our purpose and mission.

5. Discover Purpose and Make a Difference. I believe the Growth Track facilitates these most desirable goals for our people. The Growth Track helps people gain an understanding of their gifting and has a comprehensive list of various areas of service and ministry within the church. In a recent meeting with Pastor Joe, he suggested that we need to develop a follow-up visitation program with attendees to help them take positive steps to serving somewhere in the church. I also recommend we drop the word "volunteer" as Highlands has, to build a deeper culture at Hope Central of true spiritual ministry for every person.



## **CHURCH PLANTING – MULTI SITE CAMPUS**

This topic was not covered in the Highlands Conference I attended. However, I was able to observe it working in the four services I attended across three of their campuses.

Highlands has a video based training program on this topic. Pastor Wendy Brooks from Hope Central has transcribed these lectures and I have attached them to this report in Annexure B.

I have also attached by way of Annexure C a set of notes handed out at one of the break-out sessions of the Conference entitled "Leading and Equipping Your Staff. This was presented by Denny Hodges.



## God's Vision

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### Confessions

1. It is God's will for my church to grow.

Heathy things grow. God never intended for you to stay where you started.

Growth is essential as long as heaven and hell are realities.

We need to be sure to grow for the right reasons:

We're not growing for ego reasons

We're growing because God so loves the world

2. My growth potential is different from yours.

We've got to stop comparing ourselves with others, because we all have different assignments. God will not hold us accountable for what we have done; God holds us accountable for that which He asked us to do.

3. I can get better.

Some think it's all up to God. It's not always up to God – it's up to us.

Be careful about blaming something else – victimization

If you don't get better, you'll be critical of those who are.

"If we get better, our customers will demand that we get bigger." ~Truett Cathy



## God's Vision

"Our greatest fear should not be of failure, but of succeeding at something that really doesn't matter." ~D.L. Moody

(Proverbs 29:18 MSG) If people can't see what God is doing, they stumble all over themselves; but when they attend to what he reveals, they are most blessed.

You can't just aim at anything. You have to aim at the right thing.

God's Vision consists of 4 things:

- Lost people saved.
- Saved people pastored.
- Pastored people trained.
- Trained people mobilized.

This is seen in several places,

(Exodus 6:6-7) Therefore, say to the Israelites: "I am the LORD, and I will bring you out from under the yoke of the Egyptians. I will free you from being slaves to them, and I will redeem you with an outstretched arm and with mighty acts of judgment. I will take you as my own people, and I will be your God. Then you will know that I am the LORD your God, who brought you out from under the yoke of the Egyptians.

Cup of Sanctification  
Cup of Deliverance  
Cup of Redemption  
Cup of Praise

The prophecy of Isaiah:

(Isaiah 61:1-4) The Spirit of the Sovereign LORD is on me, because the LORD has anointed me to proclaim good news to the poor. He has sent me to bind up the brokenhearted, to proclaim freedom for the captives and release from darkness for the prisoners, to proclaim the year of the LORD's favor and the day of vengeance of our God, to comfort all who mourn, and provide for those who grieve in Zion— to bestow on them a crown of beauty instead of ashes, the oil of joy instead of mourning, and a garment of praise instead of a spirit of despair. They will be called oaks of righteousness, a planting of the LORD for the display of his splendor. They will rebuild the ancient ruins and restore the places long devastated; they will renew the ruined cities that have been devastated for generations.





Proclaim Good News  
Bind up the brokenhearted  
Bestow on them beauty instead of ashes  
They rebuild others

The vision didn't change in the New Testament:

(Mark 16:15-20) He said to them, "Go into all the world and preach the gospel to all creation. Whoever believes and is baptized will be saved, but whoever does not believe will be condemned. And these signs will accompany those who believe... Then the disciples went out and preached everywhere, and the Lord worked with them and confirmed his word by the signs that accompanied it.

Win  
Assimilate  
Disciple  
Send

Paul and the early Church devoted themselves to these 4 things, as seen in Colossians:

(Colossians 1:28-29) He is the one we proclaim, admonishing and teaching everyone with all wisdom, so that we may present everyone fully mature in Christ. To this end I strenuously contend with all the energy Christ so powerfully works in me.

Proclaim Christ to them  
Admonish them  
Teach them  
Help them reach their full potential

This is the passage that we use to communicate our vision; we call it "Our Prayer for You"





## Our Prayer for You

(Ephesians 1:17-19 Message) I ask the God of our Master, Jesus Christ, the God of glory—to make you intelligent and discerning in knowing him personally, your eyes focused and clear, so that you can see exactly what it is he is calling you to do, grasp the immensity of this glorious way of life he has for you.

Paul's first prayer in Colossians was for people to,

### 1. Know God.

(Matthew 7:21-23) "Not everyone who says to me, 'Lord, Lord,' will enter the kingdom of heaven, but only he who does the will of my Father who is in heaven. Many will say to me on that day, 'Lord, Lord, did we not prophesy in your name, and in your name drive out demons and perform many miracles?' Then I will tell them plainly, 'I never knew you.'"

People don't want religion; they really want to know God. Everything else in God's plan requires a real relationship with God

This is the first and highest calling of the church – souls. Why? Because they are lost.

So what do we do?

Now that the vision is clear – create a system to help people Know God.

Our system is: Weekend Services

That means that we don't create the experience for Christians alone. The church doesn't exist for those already here, but for those who are not here yet.

Key to making the system work: Narrow the focus.

You don't have to do everything you know how to do on Sunday





Paul's second prayer in Colossians is after you know God the "Eyes of heart enlightened – focused and clear." Enlightened meaning no darkness in the heart.

2. Find freedom.

We take people on a journey to get their hearts right.

We are all seeing through the filter of our heart's eyes, which can be  
Wounds – disappointments – failures– relationships

So how?

Life change happens in the context of relationships

(James 5:16) Therefore confess your sins to each other and pray for each other so that you may be healed.

Our system is: Small Groups

This is the place where masks can come off, and lives are changed.

Key to making our system work: All ministry in groups.

We don't do it any other way.

Third part of Paul's prayer is "Hope of the calling."

3. Discover purpose.

It is critical to help people find their calling, because that's where their hope is.

Two of the greatest days in your life:

The day you were born and the day you discovered why.

You keep trying to solve their problems, but happiness is found in purpose.

Paul was hard pressed on every side, but not in despair. Why? Eyes fixed not on what is seen, but unseen. His purpose changed everything





Secret to pastoring people is don't solve their problems; give them something in their life bigger than their problems.

We're supposed to help them find and develop their grace gift, instead we've found ours and built ministry around our gift.

The whole purpose of discipleship is to help them find their redemptive calling.

(Romans 12:6) We have different gifts, according to the grace given to each of us.

Our system is: Growth Track

Four Sundays – four steps – needed to help people discover  
Membership – Discovery – Leadership – Dream Team

Key to making our system work: Think steps not events.

Paul's final prayer in Colossians, "Grasp the glorious way of life God has for you."

#### 4. Make a difference.

(1 Peter 4:10 NLT) God has given gifts to each of you from his great variety of spiritual gifts. Manage them well so that God's generosity can flow through you.

God never calls a person; He calls a people.

Why do we have a unique purpose? You're a part of God's plan to touch the world.

How?

Our system: Dream Team

Some call them volunteers – we don't – they are the Dream Team.

Key to making our system work: Gift-oriented ministry.

Everyone in their place – fulfilled – successful – team





## Success Defined

Ministry is simply the things we do to take people on that journey

And this is how we define success,

Success is when people are moving on the spiritual journey that God has for them.

- We move people from lost to saved by creating a service where they can experience God.
- We move people from saved to pastored by asking them to commit to relationships and join a small group.
- We move people from pastored to the disciplined by helping them discover and develop their spiritual gifts.
- We move people from disciplined to mobilized by involving them in ministry with others.





## Know God: Weekend Services

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### What we do?

We create weekend worship experiences that both unchurched people and believers love to attend.

If we don't get this right - nothing else works.

### Why we do it?

People lose their way when they lose their why.

1. Because reaching the lost is the Biblical mandate.

The church doesn't exist for us. We exist for the world.

2. Because heaven and hell are realities.

It is not the healthy that need a doctor  
Luke 15 - lost sheep, coin, son  
All heaven rejoices when one repents

3. Because inviting unchurched people to a life-giving church is still an effective method.

We have to create services that unchurched people love to attend.  
And create small groups that reach people.  
And teach people how to do relational evangelism.





## How do we do it? Weekend Services

### 1. Focus on a life-giving culture.

You would have better results doing the wrong thing in the right environment, than doing the right thing in the wrong environment.

You can't build culture. You have to be culture.

- Services should be authentic.

No pretense – no pomp and circumstance

Be careful about language and gestures that seem inauthentic

- Services should be relevant.

Jesus was incredibly relevant – everyday life issues. Messages need to pass the “who cares?” test.

(1 Corinthians 9:22) Whatever a person is like, I try to find common ground with him so that he will let me tell him about Christ and let Christ save him.

- Services should be enjoyable.

People loved to be around Jesus – children, sinners, skeptics, etc.

I believe church must be enjoyable.

(Psalm 122:1 NKJV) I was glad when they said to me, “Let us go into the house of the LORD.”

(Nehemiah 8:10) ...for the joy of the LORD is your strength.

Ice cream – laughter – generosity

- Services should be accepting.

He was pure holiness and perfection, but not afraid to embrace imperfect people.





(Mark 2:15-17) "While Jesus was having dinner at Levi's house, many tax collectors and 'sinners' were eating with him and his disciples, for there were many who followed him. When the teachers of the law who were Pharisees saw him eating with the 'sinners' and tax collectors, they asked his disciples: "Why does he eat with tax collectors and 'sinners'?" On hearing this, Jesus said to them, "It is not the healthy who need a doctor, but the sick. I have not come to call the righteous, but sinners."

- Services should be powerful.

(Mark 6:56) And wherever he went--into villages, towns or countryside--they placed the sick in the marketplaces. They begged him to let them touch even the edge of his cloak, and all who touched him were healed.

Great leaders learn how to draw from a strength above their own; powerful leaders bring the presence of God.

## 2. Create services with the unchurched in mind.

From the second they enter your parking lot, guests begin making impressions about your ministry. Churches that understand the lasting nature of first impressions understand that people matter.

Need to know why the unchurched are unchurched.

The services are boring.  
The members are unfriendly.  
The church just wants my money.  
What will happen with my kids?

We need to,

- Impress them within the first 10 minutes.
- Put your energy and resources into great praise and worship.
- Children's ministry should be well staffed, safe, clean and fun. This is huge! You can't preach good enough if you miss this
- Deliver evangelistic messages that are interesting, clear, relevant, entertaining, and Biblical. Great preaching is essential - work on your craft.





- Prayer teams should cover the services behind the scenes to provide a fertile atmosphere for the Holy Spirit to work in.
- Visitors should be greeted warmly but allowed to remain anonymous.
- In everything, focus on excellence. Excellence creates comfort. Work on it, not just in it.

### 3. Teach personal evangelism.

Adapted from Rick Warren

- Accept the personal responsibility.

We're God's plan – you're His hope

Ephesians 3:10 – God made known through the church

2 Corinthians 5:20 – We are ambassadors – making His appeal

Ezekiel 33:6 – if we don't sound alarm – blood is on our hands

Remind ourselves everyday – look around at people and say I'm responsible.

- Develop a personal relationship.

This is how Jesus did it, relationship first.

People don't care what you know, they want to know that you care.

- Share your personal story.

Evangelism is not telling them what they should do; it's telling them what happened in you

Acts 1:8 – Be my witnesses

1 Peter 3:15 – Give a reason for the hope that you have





- Give a personal invitation.

To Christ or to church, that's our job – make it a goal.

4. Teach the church to pray for the lost.

- Pray that the Father would draw them to Jesus.

(John 6:44) "No one can come to me unless the Father who sent me draws him."

- Bind the spirit that blinds their minds.

(2 Corinthians 4:4) The god of this age has blinded the minds of unbelievers, so that they cannot see the light of the gospel of the glory of Christ, who is the image of God.

- Loose the spirit of adoption.

(Romans 8:15) For you did not receive a spirit that makes you a slave again to fear, but you received the Spirit of sonship. And by him we cry, "Abba, Father."

- Pray that believers will cross their paths enter into positive relationships with them.

(Matthew 9:38) "Ask the Lord of the harvest, therefore, to send out workers into his harvest field."

- Loose the spirit of wisdom and revelation on them so they may know God better.

(Ephesians 1:17) "I keep asking that the God of our Lord Jesus Christ, the glorious Father, may give you the Spirit of wisdom and revelation, so that you may know him better."

5. Keep the focus on the outsider.

Constantly remind the congregation of our purpose, to seek and save that which is lost – just like Jesus.





How?

- By resisting the gravitational pull to selfishness.

We can't let our church create environment where the lost don't come. God more concerned about the outsider than the insider. He is more concerned about the lost than the found.

- By creating services specifically designed for unchurched people.
- By celebrating your missions outside of the church.

Be passionate about your outreach/missions efforts

## A Word about Missions

Weekend services are the primary way people "Know God" but we also have an intentional focus on missions.

(Acts 1:8) "You will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth."

1. "In Jerusalem" – My City.  
Your city is your first priority.
2. "In Judea and Samaria" – My Nation.
3. "To the Ends of the Earth" – My World.





## Find Freedom: Small Groups

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### What we do?

We create small groups where people can experience community, find freedom and take next steps.

### Why we do it?

1. Because small groups are the Biblical model.

Hebrew/Greek model

Bible was written in that context. It's why Jesus didn't focus on His public ministry - small group

(Acts 20:20) You know that I have not hesitated to preach anything that would be helpful to you but have taught you publicly and from house to house.

2. Because people need to be known.

They're going to "group" with or without you - you already have small groups in your church.

People need community, which is why the church must become larger and smaller at the same time.

People stay for 2 reasons - needed and known.

You can trace your success back to your relationships. You were not meant to do this alone - friendship.

So the purpose isn't the curriculum - it's about the relationships. It's not even about the meeting - it has a meeting. A small group is a group

3. Because life change happens in relationships.

Everyone has issues. All of us have areas that we need deliverance.





(James 5:16) Therefore confess your sins to each other and pray for each other so that you may be healed.

If you have an issue – how do you want to deal with it? In a public meeting? Or in the safety of people you know? Small Groups are the place.

Four aspects of a person's life...

- Arena – I know and you know
- Mask – I know but you don't know

We all have issues – we're only as sick as our secrets

- Blind spot – You know but I don't know

Only receive it from someone you love and trust

- Potential – I don't know and you don't know

Which leads to the last reason for groups...

4. Because growth happens in relationships.

(Proverbs 27:17) As iron sharpens iron, so one man sharpens another.

Real life change/growth happens in relationships – not information. We are all the sum total of your relationships.

Job description of the small group leader.

- Prayer for each member daily
- Host a weekly meeting
- Identify people spiritually
- Help them take one step





## How do we do it?

1. Must have total commitment to small groups.

Must be a groups church, not a church with groups. Put everything in groups.

2. Allow people to form groups based on their interests.

We call them "free-market" groups.

We're not focused on what causes the gathering. The gathering is the excuse so that the purpose can happen.

My favorite statement to make:

Don't stop doing what you're doing – turn it into ministry

The number of people in each group is not limited, it is left up to the ability of the leader and the interest of the people.

3. Intentionally form needed groups.

We call these anchors/hubs

Men  
Students  
Freedom  
Prayer

Women  
Marriage  
Outreach/SERVE

Here's what I would do if starting from scratch:

Launch your own group with potential leaders – train them.

Recruit the first generation – focusing on the hub areas.

4. Use events to promote the hub groups.

Again – don't think events, but use events as a catalyst to promote your process.

Each hub event has an event to celebrate and promote that hub. Small groups are the key focus of these events. Leaders are recruited heavily during these focuses. These are the ONLY events we do all year long





5. Groups should meet weekly for ESPN.

Weekly is important.

ESPN – small group leader's responsibility

Encouragement

Scripture

Prayer

Next Steps

6. Groups should meet in semesters.

We have 3 semesters annually

13 weeks – 6 weeks – 13 weeks

Follows the school calendar – natural flow of people's lives

We do semesters for several reasons:

- Semesters let people join at the beginning.

They feel funny coming into a group that already has history, and this is the number one deterrent to people getting involved.

Each semester is kicked off with a Launch Day

- Semesters take advantage of natural start times.

There are times when people naturally want something new

January – New Year

June – summer freedom allows for different focus

September – school back – ready for structure

- Semesters take advantage of natural stop times.

There are times when people want/need a break. They're going to take them anyway – now guilt free

7. Groups should be covered by pastors and coaches.

Covering the groups





## Discover Purpose and Make a Difference

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### Growth Track

#### What we do?

We create an easy, obvious, and effective process for people to discover their purpose and serve on a team.

#### Why we do it?

1. Because people ministering is the Biblical model.

Ephesians 4:11 – equip the saints to do ministry

The main function of the staff is to raise up leaders.

2. Because people need to be needed.

Again they come for your preaching, but they stay because they are needed and known. Must have small groups and places for them to serve

3. Because serving others meets the greatest need of the human heart.

What brings fulfillment?

Sociologists have studied this for years

Most have heard of Maslow's Hierarchy of Needs. I think he actually reveals how God made us

He stated that people were seeking fulfillment of their needs

From most basic needs, to doing all that they are capable of people are looking for the meaning of life

5 Needs – now expanded to 8 needs

- Physical needs.





Air, food, water, shelter, warmth, sleep – 85%

- Safety needs.

Lock doors or relationship – 75%

- Love needs.

To be needed and known – social media – 50%

- Esteem needs.

Self-esteem, achievement, recognition, to be complemented – 40%

The first four are the basic needs – deficiency needs.

The final four are the higher order needs – growth needs.

The first four have instant gratification – but not ultimately fulfilling.

The last four – take time and bring true fulfillment; what really makes you happy.

- Cognitive needs.

Knowledge, meaning – need to understand/know

- Aesthetic needs.

Appreciation and desire for beauty, such as nature – being outside – beaches, lakes – music.

- Self-actualization needs.

Realizing personal potential, self-fulfillment – being the best

At first – thought self-actualization was the highest

One even higher...

- Transcendence needs.

Transcendent – living your life beyond yourself. Living a life that makes a difference.

Greatest need – look beyond our needs – help others

Compassion – sympathy – caring

Not done out of obligation – this meets a need in you





4. Because God's purpose for your church is revealed in the people He sends you.

Jesus is Head of the Church - he dispersed gifts - not randomly, but intentionally.  
Everything you need is in the people He sent you. You don't have to recruit - you just have to discover

We're supposed to help them find - develop their grace gift

The whole purpose of discipleship  
Help them find their redemptive calling  
Not develop followers - but develop leaders

### How do we do it?

4 weekly classes each month

Original version:

Church 101 - Membership  
Essentials 201 - Discipleship  
Discovery 301 - Gifts/Personality  
Dream Team 401 - Serving

Changed college lingo to steps. Put relationship with God first; thought it could mirror our vision.

Step 1 - Follow  
Step 2 - Connect  
Step 3 - Discover  
Step 4 - Serve

Weakest and least needed step was Step 1, really have never disciplined anyone in a one-hour class.

We took Discipleship out of the Growth Track all together

#### Step 1: Membership

One-hour class taught by Senior Pastor

Four Purposes - Our Prayer for You - spiritual journey

Membership - government, beliefs, member's covenant





Strong small group presentation – join a group today

Action Step: Join the local church.

**Step 2: Discover**

One-hour lab – 10 min intro by Senior Pastor

With discipleship now in small groups – can move this step up. This is what the Growth Track is really all about anyway.

Personality and spiritual gifts - design reveals destiny.

Action Step: Discover your God-given design.

**Step 3: Leadership**

One-hour class taught by the Senior Pastor

Instill the leadership culture – leadership is influence. Put some of the leadership values in every person.

Love God – Love People – Excellence – Attitude

Leadership Honor Code

Statement of Faith

Forms

Time commitment to be on the Dream Team

Worship one – serve one

Action Step: Prepare to serve on the Dream Team.

**Step 4: Serve**

One-hour lab – 10 minute intro taught by the Senior Pastor

Start with the whole group – explain different serving areas

Based on Step 3 info – choose an area of interest

Attend an orientation

Action Step: Join a team.



## Growth Track Keys

The Growth Track mirrors our vision completely

Here are some keys:

1. Make it easy.

Best if they can do it while they are already at church. Example: go to a service – then the Growth Track

Provide childcare

2. Keep the schedule consistent.

Every weekend – regardless of how many attend

Step 1 on week 1 – etc.

Don't cancel for any reason

Ex. Superbowl Sunday

Only main announcement of the weekend service.

Promote with the felt-need for it

HN – sermon – end of the service

Most common mistake – don't do it every month because of attendance.

3. Allow them to start on any step.

With the exception of Step 4

Best if they did it in order, but they won't.

Just keep attendance records and make sure they complete

Track individual participation

2-4% adult attendance

4. Take people on a journey.

Classes should be fun

Build on the next step – feel like a journey





## **Dream Team**

### **How do we do it?**

1. Attend an orientation in the ministry of their choice.

They pick an area that they are interested in

Attend the orientation – led by a qualified team leader

Get training needed

Could be short – could be months – based on the area

Example: Greeter – one session

Worship team – 7 months (Infuse)

2. Get information from every person.

Application

Sign off on Statement of Faith

Leadership Honor Code

Permission to do a background check if needed

3. Meet one-on-one with them.

This is the main function of the staff – develop leaders.

Each ministry leader at every campus has 1 month to assimilate, which is so doable.

Meet face-to-face with each prospective Dream Teamer

Make sure they're ready

Make sure they picked the right area

Conversation is important – discerning of spirits

4. Support them.

Next Steps Director – associate pastor at campuses

Dream Team Captain for every campus – every area

Dream Team Central – lockers – childcare

Parties – appreciation





## Where Do We Go From Here?

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1. Establish a clearly defined, measurable vision and then continually communicate it in a clear and compelling way.

Again - this is your primary job - tour guide. Leaders move people from here to there

Leaders are gifted by God to move people from their current state to their preferred future. Problem is people want to stay here.

How do you get people to go there?

Describe how great "there" is

But also describe why we can't stay here!

Leaders convince people that we can't stay here

Then start moving people there

Get it clearly defined

Language builds culture - ask our team - say the same thing

Make sure it's measurable

What do we measure? Movement

And the key is to continually communicate the vision in a clear and compelling way.

Why? Vision leaks.

Bible - says people are like sheep - who go astray

So communicate the vision...

Consistently

Only announcement every Sunday - 4 things

In every sermon - include the vision

Clear - how clear can we make it?

Our worship guides - written by unchurched people

Compelling

People want to be a part of something compelling

People give to churches with compelling vision

People serve because they're connected to something important





2. Solidify the structures that support ministry.

Leadership

Scriptural church government (leadership).  
Solid leadership structure - how it really functions  
Recruiting - developing staff

Solid financial policies.

Margin  
Missions giving  
Setting a ceiling on budgets - discipline  
Generosity  
Trust God's plan for getting money - tithe, offerings, and gift

3. Create systems that deliver the vision.

Systems are what you actually do to deliver the vision.

Systems - your organization's approach to getting things done

There is often a disconnect between mission & vision and the systems that are used.

If you don't have the results or habits you want. You don't have a system that creates that behavior

Mission statements are hanging on the wall - systems are what's happening down the hall.

Our systems:

Weekend services - Small Groups - Growth Track - Dream Team  
Don't give up on the systems

A consistent strategy over time equals results. Highlands doesn't change the mission or the strategy. Since day one, things have been consistent. We tweaked it to make it better, but we haven't changed it

We stick to a consistent calendar of events, and they grow every year because it builds on the success

Very important to stay consistent with the Growth Track. Churches would benefit from having fewer ideas and more consistency.

We are very committed to our strategy

We are intentional about everything





We commit to it and measure it constantly  
We don't do anything else

Put a lot of effort into making Sundays great.

It's not all about Sunday, but it is a catalyst for everything else. If Sunday doesn't work, nothing works.

4. Continually measure the health of the church.

Know well the condition of your flocks.

Now that you know what you're trying to accomplish  
Is it working?

It's not about the numbers – it's about people. But numbers are indicators of health.

- Collect the data.  
Must begin to track things that are important  
Having data helps us ask the right questions  
Sometimes we're working on the wrong thing
- Evaluate the results.  
Give it calendar time – notice trends
- Celebrate the wins.  
Not always dissatisfied
- Confront the facts.  
Don't ignore the truth – confront it  
Collect the facts and face reality
- Create a culture where people can be heard  
Lead with questions not answers  
Engage in dialogue and healthy debate  
Conduct autopsies without blame or fear

5. Focus on culture, because culture trumps everything.

Culture is how everything feels. Hardest thing to teach.





Here's what I know...  
You can't create culture. You can only be culture.

Our church culture:

- Love God

We are passionately in love with God  
Prayer, worship, Word

- Love People

Authenticity – relevant – accepting  
Write notes, invite the lost

- Pursue Excellence

Fewer things build confidence in people than when things are done well. Excellence begets trust.

- Choose Joy

I'm talking attitude.

Laughter  
Generosity

6. Never stop recruiting and developing leaders.

Vision can never outpace the people you need to pull it off. There is an intentional development of leaders.

Over and over, people ask me how we continue to grow.

We position ourselves for opportunity  
By having more money than we spend and  
By having more leaders than we need

From the Dream Team to Highlands College, people are being developed and getting ready for the future.

If you get the who right, the what will follow.

Probably the most important thing I've ever done is the team I've built.





Probably the most important thing Jesus did (other than cross) was His investment in His team. It was the focus of His life.

Probably the most frequently asked question I get  
How do I raise up – train – develop leaders?  
Who are we looking for? Those who have...

- Potential value  
They have undeveloped abilities.
- Positive value  
They raise the morale.
- Personal value  
You have a “divine flow” connection.
- Production value  
They can get things done and they lift the team.

7. Identify what is most important right now.

You always need a single, top priority at any given time

8. Win the war in the spiritual.

Don't do gimmicks. You don't have to be a bozo to gain attention.

Give them Jesus – they're hurting – they need a miracle

We don't believe in gimmicks – especially when it comes to giving.

Give people Jesus, not gimmicks.

It's spiritual

- Focus on the Word of God.  
One Year Bible  
Develop self-feeders
- Focus on Worship.  
Passionate spirituality – presence driven  
Be the most passionate believer in the service



- Focus on Prayer.
  - Enlisting intercessors – small groups – personal
  - Fasting – don't be afraid to challenge the people
  - 21 days of prayer – twice a year
  - Prayer Force United
- Focus on the Holy Spirit.
  - We need more Holy Spirit activity
  - Gifts of the Spirit
  - Power without man-made goofiness
  - Prayer for the sick



## GROW NETWORK MULTI-SITE TRAINING

### NOTES FROM THE 5 VIDEO PRESENTATIONS

#### SESSION 1 – BASICS

- Success in multi-site is based on whether you can scale or reproduce what you do.
- The more complicated what we do is (including structure and systems), the harder it is to replicate.
- The more personality driven it is the harder it is to replicate.
- Need process and systems that are simple. This is the key to success in multi-site.
- Budget sheets and over 2000 documents are on the Grow resource site.
- 4 parts to the Highlands vision and 4 ways to work that out (which lines up with the 4 Growth Track modules):
  - **Knowing God** - Weekend services with intention of reaching lost people. Designed for new people, not for Christians and always with an altar call. Christians to enjoy as well but intention is to reach new people.
  - **Finding Freedom** – comes through relationships. Connected in the body. Relationships change people. Restoration and healing come via relationship. So small groups is the outworking of this.
  - **Discovering Purpose** (helping people to find their purpose) – done through Growth Track.
  - **Making a Difference** – when people are using their gifts.
- These 4 parts are simple and therefore easy to reproduce. Also so easy for everyone to remember.
- Volunteer service - we want the church to look like the people God brings us, not look like us. Discover what's in them and empower what God gifted them to do rather than get them to volunteer for what we need them to do. Very different philosophy.
- Everyone wants to be known and needed. 2 things. Known in small groups and needed by serving at church.
- 2 driving factors for multi-site:
  - Vision – we want to reach a new area
  - Need – run out of seats, need another location
- Multi-site movement has been attractive. Multi-site should not be a growth strategy. Should be to replicate something that is great. Many failures/casualties at doing multi-site. Don't do it prematurely.
- Absolutes/non-negotiables for success:
  - A great communicator for video multi-site (need to be able to engage people through a screen and that's another level).
  - Dynamic worship – when people interact with God. Messages, regardless of style either teaching or preaching, is information transfer but worship is interaction with God.
  - Great leadership/campus pastor at the campus – everything rises and falls on leadership. Highlands biggest mistake was in lack of the right leadership for the campus pastor. Whatever you launch with usually ends up with half who stay.
    - Campus pastor must be a “gatherer”. Person with charisma. Always people around them. Magnetism in personality.

- Empowering team builder. Not just a team builder and empower people to lead teams.
- Have to be able to handle the stage. Connect with people/dynamic person. Also are the backup preacher if technology fails so need to be able to preach. Campus pastor is the senior pastor of that church with accountability.
- Key people campus pastor needs on the team (all these leaders have to build teams as the first priority):
  - Worship leader
  - Kids leader (worship and kids are the 2 crucial areas)
  - Production leader who makes the technology work
  - Host team leader – the leader of all the teams who don't fall in the above teams.
  - Small group leader – to lead all the small group leaders (not leading the groups themselves).
  - Admin leader – is the glue for all the other teams
- Most of these are not full time employees. Nearly all are part time unless they are really large (like 2000 people). Some are volunteers. These are the campus staff and meetings are usually at night because of this.
- Meetings:
  - Weekly staff meeting
  - Monthly coaches meeting – heads of each smaller ministry – with staff. Usually meet just before Week 4 of the Growth Track so they stay for that and then get people on their teams. Spouses come too with pizza/meal. Hear from their campus pastor as well.
  - Campus pastors meet with the senior pastor weekly. Travel from every campus to the main campus. Meet for 1 ½ hours.

## SESSION 2 – WHAT DOES IT LOOK LIKE TO LAUNCH A CAMPUS?

- Building your ground game
- Need and vision drive – always monitor where there is a need by metrics under campus development category. Dashboard has Essentials:

### Essentials to Launch:

- Location – enter contract info
  - Campus pastor – right leader in place
  - Worship Leader
  - Production Leader
  - Kids Leader
  - Dream Team leader for over host team
  - Audio/Engineer for that campus
  - Finance – is the financial structure in place
  - Exit strategy out of the portable venue – availability of property or buildings in the area (even if not chosen yet)
1. **Metrics** – all relate to people (all this data is gathered from the connection cards):
    - Households in the given area



- Individuals – unique names
- Dream team – how many active dream team members living in that community
- Givers – in the area – not necessarily how much they're giving as this is an indication of commitment.
- How many small groups are meeting in that area – this is key to launching. Small groups need to be working before launch.
- Weekly attendance in those small groups
- Survey – in which city would you like to see a church (they do it at the Easter service) – can see demand to meet need.
- Online engagement track IP addresses

Once all these above areas are entered on the dashboard and “green” then they are ready to launch.

## **2. Build Small Groups**

- Build small groups in that area intentionally – person to lead this area with goal to identify possible small group leaders and talk to them about leading a small group. Build small structure and then networking in the community starts to happen in a stronger way.
- Part of this small group system – build for at least a year prior to launch.
- People then start hearing rumours of a potential campus coming:
  - Key is to manage the momentum. Excitement comes up but we may be 6 months away. Peaks and valleys. Launch at a peak. Constantly measure and monitor this process and slow the excitement down if need to. HAVE TO DEVELOP SMALL GROUPS FIRST BEFORE LAUNCH.

## **3. Find the location**

- Portable is fine
- Use relationships to locate

## **4. Find the leadership**

- All of these numbered items can be happening at the same time, not necessarily in order.
- Develop leaders ahead of time

## **5. Marketing**

- Billboards is one of first things 3 months prior to launch then one-month post launch. Billboards can be pricy but digital ones are great as can change info. Get bulk buy on billboards and rotate around the boards over an area. Coverage of large area for cost of one if possible
- Mailers – moving away from them 10 days prior to launch only for the launch day
- Most effective tool has been Facebook. Run a month long campaign about small groups first. Can be targeted with the audience. Change the message. Small group story of how someone was changed through Facebook.
- Email – important marketing strategy. Send emails announcing coming and impt dates and links to the website.
- Church website – get the right terminology, link to join the launch team with all kinds of info/form.

## **6. Meetings Prior to Launch**

- First is a Vision Meeting (only do one):
  - Church leadership begins that meeting (senior pastor)

- Talk about the vision of the church and the story/original vision, values
- Introduce the campus pastor who tells his/her story and how God called them and ingrained with the vision
- Next 15 mins is the campus pastor laying out the plan for that campus with 3 components:
  - Tells them about the team - coach, train them how to recruit
  - Tells them how to join the team
  - Logistics – dates, times, place of meetings
- Second Launch Team Meetings (start 2 months prior)
  - It is the Growth Track for 4 weeks with 15 mins of vision at the start (repeated the same each week as new people are joining each week and regulars love hearing it again). In Step 4 they train everyone how to be a small group leader. In the second month of running the Growth Track prior to launch, in Step 4 they do the regular Growth Track step and team training.
- Rehearsal Weekend – 2 weeks' minimum from launch and minimum one week before. On a Sunday.
  - Full dress rehearsal with dream team seeing how to check in, where to put belongings, where they go
  - Do 2 rehearsals
- Launch Weekend – the following Sunday
- When building the dream team, build only the essential teams in the beginning. Mission critical teams – can have a service without parking people but not without ushers.

## Q & A

- Growth Track Step 1 and 2 are always taught via video and Step 3 and Step 4 by campus pastor.
- Small groups – free market that meet during the term. Leader can lead on anything that they are passionate about. Intentional connection. If curriculum based, we need to approve it first. Passion based or discuss sermon. 3 or more people, leader has to go through Growth Track training first. Need to build a culture of small groups.
  - Organic/word of mouth
  - Promotion of small groups:
    - Online directory via website
- Exit of portable venues:
  - Need to know appropriate size land and building size with appropriate parking per person per parking space.
- For every 10 attendees, we need one small group for healthy growth.
- Hard to make kids space great in a movie theatre portable space.
- Launch meetings – pick one of the months, not the 2 months but must include the full 4 weeks of Growth Track. Often people want to come back for the second month or they miss one of the 4 weeks.
- Can launch another campus if you are still portable yourself. Yes. If the main church is still portable but about to move into a permanent facility, not the best time to launch another



portable campus as people don't like to finally get a permanent facility and then have to right away go to a portable.

### SESSION 3 – PORTABLE SIDE OF MULTI-SITE

- Portable is the way to start:
  - It's a quick start up
  - Low start-up cost – 1/10<sup>th</sup> of the cost of permanent
  - Allows you to be flexible:
    - Don't know how big the congregation is going to be so can move with the growth
    - Should have a 30-day clause to get out if needed
- Negatives:
  - Can't make many changes to aesthetics
  - Challenge to become excellent:
    - From many studies, the one factor that draws repeat business is "excellence"
    - How do we make a portable facility excellent?
      - Principle – excellence is not having the best but making the best of what you do have.
- **4 keys to an excellent portable campus:**
  - Find the right place/location - location, location, location
    - Questions to ask when looking for a location:
      - Would I or others attend church in this location? If you won't, others won't.
      - Is it easy to find and accessible?
      - How does it look? Aesthetics.
      - Do people live, work and play nearby? Very important question. Need to get at least 2 of those with play and live are the most important two. Don't choose work location necessarily. A non-residential area doesn't usually work.
      - What is the community's perception of this location? If previous businesses had a negative impact, the community won't want to go there. Sometimes can change the perception.
      - Are there any other options?
  - **3 limiting factors to growth of attendance in that location:**
    - How many seats can I get in there? How many adults? For every 10 square feet of space you can allow for one seat in a flat floor space. Allows for aisles, front of house, space between front of stage and first seat.
    - Kids space? How big to safely and securely look after children? For every 20 square feet of space, you can have one kid. Need more space for kids.
    - Parking or public transportation? Is it more than sufficient? 1.3 parking spaces for every one adult. This is a conservative number. Can be higher.

Whatever is the lowest number of these 3 factors becomes the limiting number of people who can attend the church. No perfect scenario for portable. Helps identify problems before even open the church.

- **Securing the location:**

- Always always speak to the decision maker – not just the gatekeeper like a secretary. You never take no from someone who cannot give you a yes.
- Prepare your proposal – dates, times, scope of your plans and history of who we are.
- Always add value to the person leasing from. Reciprocal. Paint walls for them.
- **Prepare for success (2 areas):**
  - Design – portable facility isn't usually built to do what we need it to.
    - Ease of movement
    - Safety and security especially with kids
    - Feel – what does it feel like? Put yourself in the shoes of every type of person who will attend – envision it and what they might be feeling as they walk in the door as a new person (e.g. single mums, handicapped). This impacts the layout of the building.
  - Purchasing – of resources.
    - Is it portable?
    - Is it simple? Easy to assemble each week.
    - Is it durable? Portable set up and pack down is rough.
  - Develop simple processes for your portable campus:
    - Centred around **set up and pack down**
    - Make sure have a good set up/pack down schedule
    - Build in margin for plenty of time to set up. What works best for our team and culture (even 6am Saturday has worked well)
    - Set up and pack down systems – way to organise all the equipment. All the stuff needs to fit on a cart and have a place where you put it/have a home. Wheels under it. Put wheels on things. Labels, charts, signs. (Note: Highlands have this on their website for us to use). This helps with retention of volunteers. Good clear pictures of how to set the place back to how it was before. Need to leave it better than it was before you went in there. If break things, make sure they are replaced asap. Details are important. Excellence in set up of portable campus.
    - Care for set up and pack down team. Pick the right leader – crucial. Don't look for the guy who can get it done. Need a developer not a doer. Need someone who can develop the team and look after the people. Who is the gatherer, who empowers people and has pastoral gifting. He should be the set up leader as he's a recruiter and people person and taking care of the team.
    - Everyone does the recruiting, not just the leader. Campus pastor can do from the stage. Gift based not need based. Public thank you to the team from the platform so brings awareness to the team and values and honour them.
    - Authentic community – set up is fun. Play music, serve food, creative fun.
    - Frequent appreciation. Events, parties, BBQ's.



## Q & A

- What are the mission critical teams for Sunday morning?
  - Set up pack down
  - Greeter
  - Production
  - Worship team
  - Ushers in main auditorium
  - Kids teams from nursery
  - Prayer team – this can be all the others if don't have enough
- Storage of trailers/trucks – locate it closest to the site as possible. Or onsite (ask for it). Store at towing sites or wreckers as often monitored.
- 25% ratio for adults to kids. 1000 people = 250 kids.
- Offering security in portable. Everything is brought back to main campus to sort and count.
- Systems for printed material to be delivered to campuses – all things are put on a shelf at the main campus. When campus pastor is at the main place for weekly meeting, they take the material with them. Or use courier service. It's a major logistic that needs thinking through.
- Is there an office location at other campuses? Yes, for all campuses for meetings, etc. If less than 10 miles from existing facility then no, but for all others. Meeting room, 4 offices, prayer area, etc. Place for staff to do the business of the campus. Have it as close to the campus as possible.

## SESSION 4 – LEADERSHIP

- Leadership side will make or break.
- Process begins on the first day of Growth Track.
  - Cream will rise to the top. Dream team will develop.
  - All current leadership is on the lookout for the cream and who rising to the top. As they're identified, they get them to start on a leadership team and progress to Highlands College which trains for full time ministry (boots on the field).
  - Train not just for Highlands, but for other churches. Handpicked full time ministry potential people and one night every week of training for 4 semesters (2 calendar years). This is a pipeline.
  - Be intentional about training people to be staff members. Strategic plan to develop them. Sometimes they never develop more than what they are now. Need 100 to find 4 or 5.
  - Need a "ready now" team and a "ready in 6 months" teams.
  - Can be by divine discernment and/or by watching them develop.
  - Note: 2 associate pastors at campuses: one focuses on Growth Track and one on small groups.
  - They do all internal hires, not external. All come from within the church.

## Q & A

- How does the spouse complement the pastor? Depends on the culture and gifting and desire of the person to be on staff or not at all. Spouses can be involved at whatever level they want to be with their personality and time of life. Same with volunteering.

- Model of launching – house churches? Highlands doesn't consider that model. The bigger you launch, the bigger chance of success. House churches are experimenting with it, not committed to it full on. Model is launch as big as possible.
  - Typically takes a year to see significant growth at any campus
  - If launch with 500, it will typically drop in half to 250 and will stabilise for one year, before growth. Some may grow slightly but not much.
- What is "great worship" – great means being just as good as the main church that you planted from. If the main church worship is 8/10 then the new church plant, should be 7 ½ to 8 ½ out of 10. Great in comparison to what you had before.
- Why do they have same worship at all the campuses? They have a worship leading senior pastor who does the preaching who is trained as a worship pastor. Set list is picked specifically for the sermon.
- Who are the people who are the launch team? Announce in church that it is going to happen and have launch team meetings then start advertising outside. Marketing is a numbers game – more you spend, the more you get.
- Announcements and bulletins – they don't have **MINISTRIES**. Ministries need money and stage time and they will fight for it. Competition b/w ministries. At Highlands, they don't have ministries, they have small groups which means, that all ministry happens through small groups. If someone believes the church should minister to people in nursing homes, then the leadership will tell that person to start a small group to minister to nursing homes. Doesn't get announced to the church as the person will get the people themselves. If people want to study Greek and Hebrew, motor cycle riding, flag waving, etc. Don't give them an announcement or money. All get in the directory and get promotion in Growth Track. Sundays are about non-Christians. Their bulletin is the worship guide and what is available that Sunday (including Growth Track is on the four Sundays of the month) plus the vision...basically never changes. Highlands have more ministries than other churches because of this model. If announce it then it makes people feel obligated to go or guilty for not going. In this model, you can do so much ministry without paid staff who are basically pastoring the church as the small groups are pastoring the people. Small groups are free market.
- Budget for Launch – treat all the church campus families as one cheque book. If one campus is costing more, they are ok with that.
- Most church mergers really don't work; they are a takeover. Highlands has done one merger because of a death of a pastor. They gave the church to Highlands.
- How do you reverse the process if you've done something wrong like put a doer in place instead of a developer? Need to change culture from hanging onto titles – need to work as a servant, not an heir. Move people around until you find their best fit. Change culture first so people are willing to step down and do other things. Can't be about positions. Will be shifting and moving around. Not demotions. Potential movement around creates excitement. Pastor people through the process.
- Security at campuses from violent people – extremely intentional. Uniformed and plain clothes security people plus volunteers who work along the officers. It's a budget line. Don't want to look like have the SWAT team at church. Have uniformed person at every kid's area. Need to pay attention to security.
  - Backpacks and bags are checked way off to the side or in another room



- Safety teams (not called security) who check bags and in a life-giving way, ask people to check bags if they suspect something.
- Day to day operations stay centralised:
  - Video team
  - Worship sets
  - Kids
  - Finance
  - Student ministries
  - Website
  - Everything technical
- With raising up leaders, give them opportunities to serve in every area of the church. Will learn because of it and get to see them in a variety of situations.
- Paid staff: never launched a campus with more than 2 full time staff.
- Overflow is when there are more people than seats. Then they add another service, then another service. People want to go to church on average between 9.30 and noon across America. They go to 3 or 4 services and then into overflow before launch another church out of need.

## SESSION 5 – CULTURE

- Need healthy culture for things to grow.
- You can do the wrong thing in the right culture and see growth. You can do the right thing in the wrong culture and not see growth. Culture is EVERYTHING.
- Culture is set by VALUES, not by vision. Can't reach lost people if don't like people.
- 4 areas of culture:
- **Culture of Love for God:**
  - Prayer is everything at Highlands. Secret of Highlands is prayer culture. Every Saturday. Do 21 days of prayer and fasting every January. 21 days of prayer in August – praying for fall harvest.
  - Strive to be a presence driven church – need the presence of God.
  - Culture of worship. Don't dumb down worship for new people.
  - Love for the Word.
- **Culture of Love for People:**
  - Sometimes not easy as people can be mean. Value of loving people that drives the vision and plan. 30/30 rule – pastors have to be with the people for 30 mins before the service and 30 mins after. Not allowed to be in their office. Need to be with the people. Pastors are in the front row – set the example for all 5 services.
- **Culture of Excellence/Working Hard**
  - Pay attention to as much as possible. Cut the grass at end of week so looks good at end of week. Scent machines for nice smell. Pick up rubbish. Clean up the parking lot.
  - Excellence creates comfort according to studies. Makes people want to be there.
- **Culture of Attitude**
  - Culture sours with a bad attitude.

- Staff set the tone by living out those values. Reward staff for those values for 4 times a year of \$250 – reward for the 4 areas: Love for God, Love for People, Excellence and Attitude.
- Not excused from loving people if you're task orientated. Personality type is not an excuse for loving people or worship, etc.

## Q & A

- Hiring metrics – every campus seems to be different.
  - Campuses of 2000 or less typically have no more than 3 full time staff members
  - Campuses of around 3000 have 4 or 5 full time staff
  - Campuses of 4000 have 6 full time staff
  - If not 100% convinced of the person and fit, put the person at part time. Slow to hire full time because of the commitment/making sure they have the right person.
  - Kids always starts with part time as so much to check.
  - Full time in order of hiring full time are (top 3):
    1. Campus Pastor
    2. Worship Leader
    3. Kids Leader
- Dream team party once per year.
- Vision leaks – got to keep filling it up/re-stating it in different ways of presenting it.
- Youth groups/student ministry fits into the small group ministry, then youth are looked after. They shut down the youth group, put all the youth through the Growth Track and got them into small groups and then serving on Sundays. Once a month they do a large group when all the small groups got together, to invite friends and is evangelistic.
- All small groups are required to have one of three spiritual components:
  1. The Word
  2. Worship
  3. Prayer
  - So, can do a game of sport, have a prayer at the end and the spiritual component is covered.
- Financial giving during the service – visitors are told not to give as it's a gift to them. No offering message. In Growth Track, giving is taught. Giving on Sunday is not emphasised.



Presenter Outline  
Session: Leading & Equipping Your Staff

Presenter: Denny Hodges  
Grow 2017

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## **Introduce myself, what I do and my experience with leading teams**

**My experience has taught me that to be an effective leader, I was going to have to:**

- Develop people and teach them how to develop people.
- Get in the weeds with personalities; people who are strong willed or timid, people you choose and people you inherit.
- Hold myself accountable above all others. If I lead well, things in the downline would go well. I had to remind myself that my leadership; good or bad, was going play out all through the organization. Why? Because **"Your team will value what you value"**.
- Apply "the great" leadership principles, not just understand them. I was going to have to dedicate myself to an ongoing time commitment and do it consistently.

## Principles (5 Total)

### 1. Cultivate a culture of empowerment

#### Keys:

- **1-Allow people to lead** – Empowered staff is the mark of real leadership and the symbol of a healthy culture. Leaders have to do their part to unlock potential.
- **2-Define expectations** – Where are the lines? Your team needs to know what's expected of them.
  - A. Define what a goal is and what an expectation is.
  - B. Be sure each person understands their role in the organization and what the expectation of them is. Be specific!
  - C. Set them up for success by publicly affirming their role with the rest of the team.
- **3-Continuously provide clarity** - Teams don't necessarily expect the leader to know the exact route, but they do expect them to be able to clearly define the destination.
  - A. Help the entire team see the big picture. Make sure everyone understands what you are trying to accomplish.
  - B. Always share what's in your heart and what you are thinking about. Always share vision.



- **4-Be a strong coach** - Empowering people comes with challenges. Leaders have to be comfortable that there is always a risk when you empower people. Expect things to go wrong on occasion and be OK with that. You reduce the potential for things to get off track by being a strong coach.
  - A. Seize the opportunity when you connect with your team to dedicate time for coaching.
  - B. Start by listening and asking questions. These are the best tools of an effective coach. **The question is the best tool on your leadership tool belt.**
  - C. Know the difference between coaching leaders and coaching followers. (My direct reports example – individual time investment vs. group time investment)
  - D. Provide regular feedback. Reinforce your expectations and desired outcomes on a regular basis. Feedback should be honoring, honest and consistent.
  - E. Understand that there are challenges to leading a younger staff.

2. **Resource your staff well** - Empowering your staff won't be successful if you don't resource them with what they need to meet the expectation. Ask yourself **"What sets them up for success?"**

**Keys:**

- **1-The most valuable resource is your focused attention** – There is no substitute for you. That means when they get you, they get all of you.
- **2-Help your team with their personal & career goals** – Their success is your success.
- **3-Be a protector** – Have their backs. Step in and take the heat when things go wrong. Always cover the team and their families with Prayer. Pastor them.
- **4-Have regular one-on-one connection times** – Sitting down with the individuals who report directly to you builds relational equity and offers the perfect coaching environment.

A. The time tithe – Give them the first (80 /20 rule – Pareto Principle).

B. Always start with something personal first. Consider these questions:

1. How are you personally? How is your family?
2. How is your relationship with God?
3. How is your team?
4. What are your current wins & challenges?
5. What do you need from me to be more effective?

C. When you settle in to other things, let them get what they need from you first.



### 3. Don't just be a good Communicator, Be good at Communicating

#### Keys:

- **1-Proactive communication shows value for others** – Good communication acknowledges what they have to do is important to the organization.
- **2-Don't be reluctant to share information** – Information builds ownership in the team.
  - A. When communicating, don't try to determine who needs to know what. Give people the information and let them decide what to keep or toss.
  - B. Over communicate. In marketing there's a rule of 7, you have to have something in front of people 7 times for them to get it.
  - C. When possible communicate face-to-face.
  - D. Take as many opportunities to share the vision. Realize that people need to hear the vision and key components of the church culture often. A staff or team meeting is a great place to regularly communicate vision.

4. **Be a consistent leader** – This is the greatest return on investment you can make & where a lot of leaders miss it. They either can't or won't dedicate the time investment required to get this right.

**Keys:**

- **1-Consistent focus on the main goal** - Help your team remember what the win is, and to stay focused in that direction. Don't send them off in different directions all the time.
- **2-Consistent decision making**. Am I changing my mind all the time?
- **3-A consistent office schedule** – Are you available when staff needs you?
  - Meetings & appointments
    - You can undo a lot of what you have accomplished if you are inconsistent with your meeting time.
    - Allow enough time to meet with people. Focus completely on them (Phones down).
    - End your meeting with action items and how you expect follow up.
- **4-Consistent mood and behavior** – Does your team know what to expect when they come to see you? Is the experience different depending on your mood?

## 5. Be great leading yourself – You can't give what you don't have

### Keys:

- Relationship with God comes first. Remember you can't give what you don't have.
- Embody integrity, work ethic, and excellence.
- Be self-aware. Raise your EQ.
- Always be growing. Dedicate consistent regular time to study and read.
- Take control of your schedule. Focus on the things only you can do. I have to schedule time with myself. Get into a routine. Routines bring comfort.
- Replicate yourself by identifying leadership. Make sure everyone has the opportunity to break out as a leader.

### Q&A