



cpas

Making Mission Possible



GROWING LEADERS

- **Course Outline**
- **Outcomes**
- **Processes**
- **Practicalities**
- **How to**
- **FAQs**



COURSE OVERVIEW

GROWING LEADERS (FOURTH EDITION)

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Welcome

Thank you for purchasing Growing Leaders. We've produced this resource to help you develop leaders, those already in leadership roles and those emerging as leaders, those leading in their Monday to Saturday lives, and those leading groups within the gathered life of the church.

The Story So Far

Growing Leaders was first published in 2006. By 2017 we had revised the course twice and sold over 1200 copies. It has been run in hundreds of churches throughout the UK and Ireland, and attended by over 10,000 people. The course has also been translated into three other languages, as has the book.

In 2018 we decided it was time for a further revision and to produce it in a slightly different format to reduce the cost and ease access as part of our commitment to develop the course in the light of feedback and new insights into leadership development.

The material is based on the CPAS Arrow Leadership Programme (www.cpas.org.uk/arrow) and a book by James Lawrence (Growing Leaders, CPAS/BRF). This is the 'textbook' for the course. Be sure to read it before running the course and share it with other course leaders and mentors.

Changes to content

Thinking about leadership has progressed over the last decade, with new books and resources coming on stream. We have also developed our own understanding of leadership, both theologically and pragmatically, through our ongoing involvement in training leaders in multiple contexts.

There are a number of shifts we wanted to reflect in the revised course:

- **Whole-life discipleship** We are grateful to the London Institute for Contemporary Christianity (LICC) for the excellent work they have done on helping the Church focus on whole-life disciples. This work was recently reflected in a Church of England report called *Setting God's People Free*. Growing Leaders has always been about resourcing Christians as leaders in every area of their life, but this latest version has made this clearer. Throughout we have tried to ensure the emphasis is on both equipping people to lead in their home, community, school, work-place as well as to lead when the church gathers, be it in small groups or as the whole church.
- **Leadership responsibilities** We have developed a way of reflecting on the responsibilities of those in leadership, based around the image of a tree. We suggest there are four core things to focus on (modelling, focusing, enabling, animating), each with a pair of things to do. We've included an explanation of this approach at the start of Part 2 of the course, and have introduced some new additional sessions that could also be run as alternatives to the three sessions currently in Part 2.
- **Content** We've updated book recommendations and website links, recognised the different ways those from Gen Y and Gen Z lead, and made links to the latest research.
- **Mistakes** We have continued our campaign to eradicate all typos and mistakes, although fear there may still be a few left. Do let us know if you find any.



GROWING LEADERS (FOURTH EDITION)

Changes to Format

Growing Leaders is now available as a downloadable resource. This has simplified the structure of the materials and given us an opportunity to revise the layout of a number of them.

- We have updated all the PowerPoints.
- We have reformatted the leaders' guides and handouts.
- The 12 videos (one promotional video, one general introduction to the course, and one introduction to each of the 10 sessions) are available to watch via a link on Vimeo or directly as a download.
- The additional sessions are also available as part of the download.

Each 'session' contains:

- **Leaders' guide** A two-page summary identifying the session aims, the biblical material behind the session, the background to the session's construction, a list of required materials and a section for you to use in your own preparation. This is followed by the session outline with notes that guide you as you run the session, including timings, and columns identifying which PowerPoint slides and handouts to use.
- **Handouts** Ready-to-print handouts for participants.
- **PowerPoint presentations** There is at least one for each session.
- **Videos** An introductory video explaining the thinking behind each session. Do watch these ahead of running a session.
- **Activity and project masters**

Also available to download:

- **Publicity materials** These include a promotional video to show those thinking of attending and templates for leaflets.
- **Mentor materials** These include guides on the role of the mentor and a training session for equipping your mentors.

Course Overview

The rest of this overview explains the thinking behind the course, along with many practical ideas for running it. We know how tempting it is to skip this. Our advice? Don't. It will help you to run Growing Leaders in the most effective way possible. You might want to start by watching the introductory video as it gives you a good overview of the whole course. Then read through these pages to fill in some of the practical details.

Our Hope

We see the impact Christ-like leadership can have in every sphere of life: people are valued, work places become healthier, communities are better served, churches grow. We hope Growing Leaders will prove a rich resource for the development of such leadership through churches across the UK and the world.

Please contact us if we can be of any help.

Growing Leaders – The Book
The book that accompanies the course is available from CPAS with significant discounts for multiple copies. Take a look at www.cpas.org.uk.



SPACE FOR YOUR NOTES

GROWING LEADERS COURSE OUTLINE

Invitation	April-May	Personal invitations to potential participants.
EXPLORATORY SESSION	June or July	A relaxed introduction to Growing Leaders (BBQ?) with an explanation of its aims and how it works, and an invitation to consider taking part.
Project 1	July-August	Complete leadership styles questionnaire using Project 1 handout.
Part 1: Firm Foundations for Christian Leadership		
SESSION 1	September 24 hours away	INTRODUCTION: LEADERSHIP MATTERS In this opening session we define leadership, identify the distinctives of Christian leadership, and focus on participants' leadership styles.
See mentor	September	Getting to know one another and establishing parameters of meeting.
SESSION 2	October	ESTABLISHING IDENTITY Christian leadership is rooted in our relationship with God. This session explores the basis of that relationship (God chose us/grace) and the priority of spiritual disciplines in the leader's life.
Project 2	October	Complete spiritual health check using the Project 2 handouts.
See mentor	October	Reflect on session 2, the spiritual health check and spiritual disciplines.
SESSION 3	November	CLARIFYING CALL Many Christian leaders struggle with how to use their time. This is an issue of call. We look at biblical principles for discerning God's call and identify a practical tool to help with this.
Project 3	Nov-Mar	Begin to develop personal life statement using the Project 3 handout.
See mentor	November	Reflect on session 3, personal life statement and issues of call.
SESSION 4	December	DEVELOPING CHARACTER The Bible places a clear emphasis on character issues as 'qualifications' for leadership. What are these qualities and how do we grow them?
See mentor	December	Explore character issues from session 4 and review Growing Leaders Part 1.
Part 2: Key Skills of Christian Leadership		
SESSION 5	January 24 hours away	DISCERNING DIRECTION Leadership is about going somewhere, but how do we know where? This day explores how we discern God's direction for a group and how to implement it.
See mentor	January	Reflect on session 5, review spiritual disciplines and personal life statement.
SESSION 6	February	DEVELOPING LEADERS Jesus developed leaders around him. Christian leaders will need to do the same. This session focuses on how we help others to grow as disciples and leaders.
See mentor	February	Reflect on session 6, review how Projects 2 and 3 are going.
Project 4	Feb-June	Developing another person as a leader using the Project 4 handouts.
SESSION 7	March	LEADING TOGETHER Leaders work with people, often in teams, groups or committees. We consider group needs, common dysfunctions of teams, and how to lead well together.
See mentor	March	Reflect on session 7, review Project 4 and Growing Leaders Part 2.
Part 3: Keeping Faithful in Christian Leadership		
SESSION 8	April	EMBRACING COST Too many people have unrealistic expectations of Christian leadership. We identify costs and how to handle them well.
See mentor	April	Reflect on session 8 and review spiritual disciplines.
SESSION 9	May	STAYING FRESH Leadership is a marathon not a sprint. How do we run a marathon well?
See mentor	May	Reflect on session 9, review Projects 3 and 4.
SESSION 10	June	CONTINUING WELL This is a celebration and commissioning event to end Growing Leaders.
See mentor	June-July	Reflect on session 10, review the whole course.

WHY LEADERS?

‘One of the universal cravings of our times is a hunger for compelling and creative leadership.’

JAMES MCGREGOR BURNS

For a full explanation of the background to this course, please read chapters 1 and 2 of the Growing Leaders book.

Interesting Times

Everyone agrees. We live in interesting times. The pace of change is rapid. And at a time of such major change leadership is crucially important. Six concerns have influenced the creation of Growing Leaders:

1. There is a growing distrust of those in leadership. Scandal after scandal means leadership is much maligned, treated with suspicion. Yet the opposite of poor leadership is not no-leadership, it is good leadership. In an increasingly complex, connected and fast-paced world, we have an opportunity to show a better way.
2. People recognise the ‘world is undergoing a major leadership shift’ with a corresponding need for a ‘new kind of leadership’ (Leighton Ford). Millennials (also known as Gen Y) born between 1984-2000 bring a very different approach to leadership (see Engaging Gen Y, Grove Leadership Series 8), and with Gen Z (those born after 2000) we have yet another approach. Different generations leading well together is both an opportunity and a challenge
3. Christians in leadership roles throughout society need resourcing so that they may live out the distinctives of godly leadership. This leadership is exercised in homes, schools, community groups, clubs, neighbourhoods and workplaces.
4. There is a great deal of confusion about what a leader is and a wide range of ideas about what Christian leadership development might look like.
5. Leadership at every level is one of the key factors in growing healthy churches. It isn’t the only factor, but it is a crucial one. Leaders shape a church for good or bad. Initial research findings of the Natural Church Development Network indicated that ‘empowering leadership’ is consistently the lowest-graded characteristic of English churches.
6. Most denominations face a declining number of ‘professional ministers’ and increasingly rely on ‘volunteers’ to take on leadership responsibilities. It is rare to go to a church where the overall leader says: ‘We’ve got so many leaders we don’t know what to do with them.’ We often hear the opposite: ‘How can I find more people to take a lead?’

For these reasons we’ve created Growing Leaders. It aims to grow more leaders, and encourage existing leaders to grow. It also aims to help leaders lead more people to Jesus. We don’t address issues of mission and evangelism head-on during the course (other resources are available to help churches think through these issues), but throughout the course we make the assumption that the local church exists for those outside the church as well as those inside, and that the primary place of connection is in people’s Monday to Saturday lives.

Practical Realities

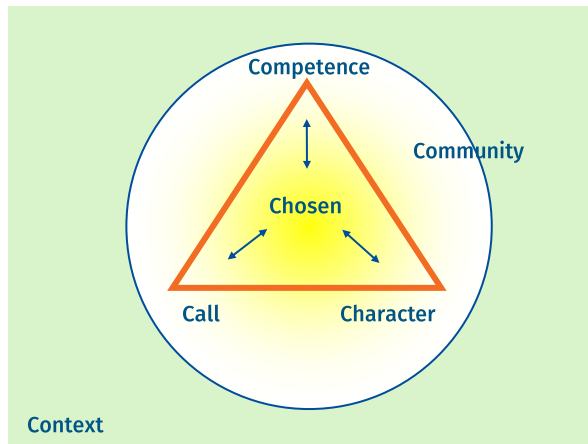
We recognise that most ministers of churches don’t have vast amounts of spare time. This resource seeks to be comprehensive and flexible. Everything you need to run Growing Leaders is included. Yet we’ve tried to ensure that you can adapt it to your local context and style. No one knows this better than you do, and it would be silly for us to impose things on you and your leaders that simply won’t work. To understand how best to adapt the material we’ve included sections in this guide explaining the model behind the course and its desired outcomes. Please don’t skip these sections because without them it is likely you’ll misunderstand what the course is trying to do.



THE MODEL

Pattern of Development

The model of leadership development at the heart of Growing Leaders is based on a biblical pattern. It combines six elements to help grow those in leadership.



GROWING LEADERS KNOW THEY ARE CHOSEN

Christian leadership is centred on a relationship with God, as the diagram above illustrates. Everything else flows from this centre. This relationship is not established through our own efforts, but in response to God's amazing grace. The fact that Christ chose us is more important than us choosing him. This is at the heart of our model, providing a fundamental security, significance and self-worth based on who we are in Christ.

GROWING LEADERS DISCERN GOD'S CALL

We are not on earth by chance. We are here for a purpose, and hearing God's call enables us to work out what that purpose is. This provides direction and insight that makes a difference daily as we try to weigh up how to use our time and resources.

GROWING LEADERS DEVELOP CHRISTLIKE CHARACTER

All leadership involves influence. But will this influence be for good or bad? Will it grow Christ-likeness in others or destroy people's ability to trust? Character will determine the difference. It can be problematic when someone is 'successful' before they are ready for success. Any model of leadership development that ignores character will risk people growing in skills without the necessary character to support such skills. Sadly, many lives have been devastated by 'charismatic' leaders whose character issues were never addressed. As theologian Peter Kuzmic put it, 'Charisma without character leads to catastrophe.'

GROWING LEADERS CULTIVATE COMPETENCE

Cultivating competence involves discerning talents and spiritual gifts (the 'given' aspects of who we are), and developing skills and knowledge (both factual and experiential). This should happen in the context of an individual's passions and temperament. It should also recognise the fact that what motivates one person, may not motivate another.

'The heart of leadership is not in mastering the how to's but in being mastered by the amazing grace of God.'

LEIGHTON FORD



THE MODEL

'The most creative church leadership is that which is deeply rooted within the life of God.'

ELIZABETH WELCH

GROWING LEADERS LEAD IN COMMUNITY

The New Testament makes it clear that leadership in the Church is plural. The model of solo leadership is foreign to the early Church. Images of the body and our interdependence on one another form the backdrop to leadership and the growth of the Church. This community provides accountability, support, encouragement and mutuality. To meet the challenges of leadership today we need to be honest with one another about the struggles and joys of leadership, and learn to depend on one another to provide the breadth of leadership required in our changing world.

GROWING LEADERS ENGAGE WITH THEIR CONTEXT

All leadership has to be exercised in a context, whether that is in a home, community, workplace or church. These contexts are made up of particular people, organisational purpose and culture, history, spirituality and so on. How we lead will need to differ from context to context.

LIMITATIONS

Any depiction of a model has its limitations, and this one neatly separates each element in a way that is unfaithful to the complexities of human life. As we approach each session we need to recognise that each one influences and is influenced by all the others. However, our experience of working with this model is that it combines elements of leadership that are often completely separated. By integrating them in our approach to growing leaders we see deep and lasting change taking place in leaders' lives.

The Focus

Many within our churches will be exercising leadership in a variety of contexts:

- In their occupation – within the home, a place of paid or voluntary employment, or education.
- In their 'free' time – leading a guide pack, a PTA, or a sports team.
- In their network – perhaps as social entrepreneurs in their locality, or even globally.
- In the church – leading the choir, the children's work or a home group.

Growing Leaders is about developing those in our church to lead well in every area of life, both those who are already established as leaders and those who are getting started. LICC (www.licc.org.uk) have done excellent work to help us understand a 'whole-life' disciple focus, where Christians are equipped to live out their faith on the 'frontline' (wherever they find themselves Monday to Saturday). Growing Leaders is a small contribution to this bigger picture, focused on encouraging Christians to lead well in both 'scattered' church life as well as 'gathered' church life. However the course has been written by two Anglican clergy and it inevitably shows signs of that bias, for which we apologise. Please work hard to draw in illustrations and ideas from every sphere of leadership. A great way to do that if you are a church leader planning on running the course is to invite a co-leader to join you who is leading in a different context.



THE MODEL

Emphasis

Your church will have particular things it likes to emphasise in the way that it does things. For example, it may have a more charismatic emphasis, or more sacramental emphasis. We hope you will be able to take the materials Growing offers and make it your own. We believe a healthy emphasis throughout will include the Scriptures and the Holy Spirit, and the material reflects these two emphases in the creative mix of teaching, prayer, worship and activities.

“The study of Jesus does not provide us with a “how to” recipe. Rather we learn that Jesus in us continues to lead through us.’

LEIGHTON FORD



OUTCOMES AND PROCESSES

'A Christian leader is someone who is called to lead; leads with and through Christ-like character; and demonstrates the functional competencies that permit effective leadership to take place.'

GEORGE BARNA

What's It All About?

There are a number of outcomes Growing Leaders works towards.

OUTCOME 1: PARTICIPANTS WILL THINK OF THEMSELVES AS LEADERS, SERVING GOD THROUGHOUT THE WHOLE OF LIFE

There are two common obstacles to Christians exercising leadership:

1. Many people struggle to think of themselves as leaders, despite being in leadership positions, and therefore don't readily embrace leadership opportunities or responsibilities.
2. Some struggle to see how their faith can shape their leadership in their work, community or home environment.

As a result of Growing Leaders we pray that Christians will sit comfortably with being a leader (session 1 addresses our understanding of what is a leader) and have confidence to see how leading as a Christian can be worked out in every aspect of their lives.

OUTCOME 2: PARTICIPANTS WILL PRIORITISE DEVELOPMENT IN THEIR INNER LIFE AS A LEADER, AS MUCH AS THE OUTER

The inner aspects of being a leader are as important as the outer. The first priority of every Christian leader is not to be a leader, but to be a follower of Jesus. Unless we know that we are chosen, children of a loving God, we will lead from an insecure position, in danger of twisting the privilege of leadership to meet our own needs. For that reason the first part of the course focuses on inner life issues: our discipleship of Jesus; our sense of God's call on our lives; the development of Christ-like character. The outer aspects are focused on in the second part of the course once we have laid down these firm foundations.

OUTCOME 3: PARTICIPANTS WILL GROW IN COMPETENCE IN THEIR LEADERSHIP

The issue of credibility in leadership is about more than just character. You can have someone of good character who is simply incompetent. We need to help leaders 'do a good job', to be competent, wherever they are exercising their leadership. We explore three 'competencies' that apply whatever the leadership role, and in the additional sessions offer further material.

OUTCOME 4: PARTICIPANTS WILL ACTIVELY CONTRIBUTE TO THEIR PART IN FULFILLING THE PRAYER 'THY KINGDOM COME'

Jesus' commission was to make disciples (Matthew 28:16-20). Whether it is helping people to become disciples, or helping them to grow as disciples, the leader is constantly called to play a part in the disciple-making process. Although there isn't a session on making disciples, the theme of leading more people to Jesus underlies the whole of Growing Leaders. Christian leaders have a missional perspective on all they do because that is the kingdom perspective of Christ. Our desire is that 'growing' leaders will lead to more people encountering Christ and being transformed by that encounter; to workplaces, communities and homes being shaped by kingdom priorities (thy kingdom come); and to churches being missional in all that they do.

In all of these those leading the course will need to identify and work with the contexts where those on the course are exercising leadership, both in gathered and scattered life as the church.



OUTCOMES AND PROCESSES

Quick Fix?

We live in an 'instant' society. Magazines and books constantly pump out material suggesting you can 'solve your problems in six quick steps'. Sadly this attitude also prevails in some leadership circles. Bishop Steven Croft suggests that we have ignored Jesus' model of developing leaders, a process of three years, not three weeks. He comments: 'Rather than high initial input and low ongoing support, we need to give low initial input and high ongoing support.'

We also know:

- **It takes time for people to change** Habits don't change, spiritual disciplines aren't learnt, leadership competencies aren't mastered, community isn't formed in a few short weeks.
- **People are short of time** Many people struggle to find enough time for what they are already involved in, let alone adding a new element to their lives.
- **A lot can be accomplished in a year** We tend to overestimate what can be done in a few weeks, and underestimate what can be done in a year when it comes to personal development.

For these reasons, Growing Leaders is a process over a year rather than a course over a term.

In regard to the gathered life of a church, Growing Leaders also needs to fit within the wider church strategy. A church's sense of overall direction will influence the type of leadership required. Whether a church is focused on maintaining the status quo, developing its inherited models of mission, making whole-life disciples, or exploring 'fresh expressions', these will affect not only what sort of leaders to develop but also how to grow them.

Multi-layered

The focus of Growing Leaders is not academic learning, but leadership development. For this to take place, the process is multi-layered.

- **Learning** Each session contains elements of Bible teaching, activities, reflection (including suggested questions for journalling), and worship.
- **Mentor** Ideally each person should have a mentor for the year. His or her role is to help the participant integrate the learning into their daily life, their frontline.
- **Projects** Participants are asked to complete a small number of projects between some sessions to implement what has been learned or to prepare for the next session.
- **Intercessor** We encourage each participant to identify someone who will pray specifically for them throughout Growing Leaders.
- **Support groups** If you are running a course with more than 24 people, we suggest you break the group down into small support groups of four or five members. These groupings can be used during the sessions for the activities and exercises and help create a sense of belonging.

Whilst all these elements are desirable, they aren't all essential. Each church will need to tailor the list to its requirements and resources. We encourage smaller congregations to work together across an area to resource leadership development.

'Habits don't change in a few weeks. They take a little longer.'

ARROW PARTICIPANT



'Reflectiveness is key
to the life of leaders.'

GILLIAN STAMP

Who Will Lead It?

Growing Leaders is a training course, and therefore those best able to lead it will:

- Be in leadership themselves.
- Have experience of leading small groups and of training.
- Be concerned to grow leaders.
- Not be so busy that they can't give the time to run it well.

We recommend that the course is led by two people, if possible male and female (unless it is a single gender group), ideally one leading in gathered church and one leading in another sphere of life. This immediately presents a model of leadership that is both scripturally authentic and practically sensible.

How Long Do the Sessions Last?

Most sessions are 120 minutes long (including time for coffee and worship). There are also two 24-hour sessions. Ideally these are away from your normal surroundings and will involve an overnight stay. Although this may seem an additional hassle, there is something very significant about people spending time outside their normal environment. In particular, it helps to take relationships to a new depth. Experience shows that it is worth investing the time and money in such a residential experience.

How Many Participants?

Anything from four to 100 will work, although we recommend the ideal size is between eight and 24. Please note that Growing Leaders is a developmental process. This means participants should want to grow and change. Imposing such a process on people rarely works well.

Who Do We Invite?

There are a number of ways to identify people for Growing Leaders:

THOSE WHOM GOD IS CALLING

When Jesus chose the twelve to be his apostles, he spent a night in prayer (Mark 3:13-19). We can only assume he was seeking his Father's leading. Not a bad place to start. God's choice is often unexpected. The temptation will be to choose 'people like us'. That is a poor basis on which to invite people. Take time to be open to his leading, and to God prompting us towards people we wouldn't initially have selected.

THOSE ALREADY IN LEADERSHIP POSITIONS, CHURCH OR OTHERWISE

This would appear a natural place to start. However, it is worth checking that they are the right people to invite on the course. It is quite possible for people to be square pegs in round holes, in leadership positions but without leadership strengths.

THOSE YOU'RE LOOKING TO GROW INTO LEADERSHIP POSITIONS

Spotting the potential is a key skill in leadership. What are we looking for? Above all we're looking for people of 'good standing', who are 'full of faith and

PRACTICALITIES

of the Holy Spirit' (Acts 6:3,5). 1 Timothy 3:1-7, Titus 1:5-9 and 1 Peter 5:1-4 also offer some further pointers. We could summarise them as follows:

Chosen – clear relationship with God

- Full of the Holy Spirit, showing evidence of the fruit of the Spirit.
- Maturing faith, appropriate to age of life and stage of Christian faith.
- Not a recent convert.

Call – sense of God's leading

- Sense of God's call to serve in this way.
- Committed to the church, loyal.
- Gratitude, someone with a sense of privilege of being called.
- Confirmed by others, seen as a leader or potential leader.

Character – growing in Christ-likeness

- Above reproach (integrity), faithful in marriage, temperate, self-controlled, respectable, hospitable, not given to much wine, not violent but gentle, not quarrelsome, not a lover of money (see Growing Leaders pages 158-168 for a full description).
- Good reputation with outsiders.
- Humility, someone who isn't caught up with themselves, but is genuinely humbled by what God is doing.
- Servant-heartedness, someone who serves people through their gifts, rather than enslaves people to their gifts or glorifies self through their gifts.
- Willingness to change, someone with an appetite to become more like Christ, teachable, and who is open to feedback.
- Appropriate confidence, positive 'can-do' attitude.
- Discipline, ability to act according to their decisions.

Competence – abilities for leadership

- Influence, able to lead others.
- Energy, action orientation, able to get things done.
- Ability to teach, holding firmly to God's word.
- 'Big picture' mind-set, able to see beyond the immediate.
- People skills, able to relate well to a range of people, respected by others within the community. Good honest relationships. Desire to see others develop.
- Team player not a solo operator, able to work with others, belief in leadership within community.

Obviously no one has all these things, and many potential leaders will only have a few. As a rule of thumb, the greater the responsibility within the leadership role the more of these things we should be looking for. It's also worth noting that sometimes God will clearly call people to leadership who fulfil few of the 'criteria'.

As we prayerfully select leaders, we'll need to be wary of our own prejudices. Here are some common ones: gender, class, physical appearance, educational background, disability, accent, colour of skin, voice, age, intellectual ability and previous experience. If we allow these concerns to govern our choice we may miss out on God's choices, which is perhaps why we need to start with prayer.

'Charisma without character leads to catastrophe.'

PETER KUZMIC



'A leader is a person with God-given capacity and a God-given responsibility to influence a specific group toward God's purposes for the group.'

BOBBY CLINTON

We should consider people across the full spectrum of ages, from teenagers to seniors. We should think of people from all backgrounds and cultures, not just extrovert 'SNLs' (strong natural leaders).

How Do We Invite Them on Growing Leaders?

This may seem obvious, but is perhaps worth mentioning. Rather than giving a notice at front of church one Sunday, it is far more useful to invite people:

- **Prayerfully** Spend time with God discerning who to invite on the course. Be open to surprises. Chat about it with others in leadership.
- **Personally** Rather than a general announcement go for the personal invitation (publicity is provided as part of the resource to help with this but should not be used as a substitute for the personal conversation).
- **Positively** Expect people to want to come.

Where Will We Hold It?

This will depend on numbers attending. However, ensure it is a comfortable and appropriate venue with enough space for breaking into smaller groups. The venue makes a significant impact on the effectiveness of the course.

How Much Preparation is Required?

This will depend on (a) the experience of the leaders, (b) how much you want to adapt the material, (c) the size of the group.

Here is our rough guide to preparation.

- **Read through the session material** Make it your own (having preferably glanced through all of the course beforehand). For example, you will see in the leaders' notes that there are occasions when you are expected to give an illustration from your own experience. It will take time to identify these. Don't forget to watch the introductory video clips for each session.
- **Discuss with your co-leader who is going to do what** One leader may be more experienced than another and be mentoring a new leader, therefore the material doesn't have to be split equally.
- **Decide which handouts to use** Prepare enough for those attending. Permission is given to duplicate the handouts when the material is being used as part of Growing Leaders. Simply print off the ones that you want (ideally in colour).
- **Gather required resources** Laptop, projector, screen, etc.
- **Arrive in time to arrange the venue** Seating, visibility, lighting, heating, ventilation are important (see the next two pages for more information on setting up a venue).

On average we expect three hours' preparation per two-hour session will be required for the first time you run the course. Prayer is foundational to leading the course. Leaders should meet to prepare and pray together.

PREPARING A ROOM

Introduction

Creating the right environment is crucial. It helps people to relax, learn, relate, and enjoy themselves. The wrong atmosphere will inhibit, distract, frustrate and could put people off returning.

Here are a few tips on creating the right environment. Obviously much depends on the size of your group and the type of venue you use. So be creative and adapt accordingly. It is unlikely Growing Leaders will take place in someone's home, so these guidelines are geared towards those who will be running it in a hall or meeting room. Most of you will have thought of these matters already – but just in case...

A quick check-list

refreshments	arrival	visual aids
music	chairs	heating and ventilation
lighting	handouts	audibility

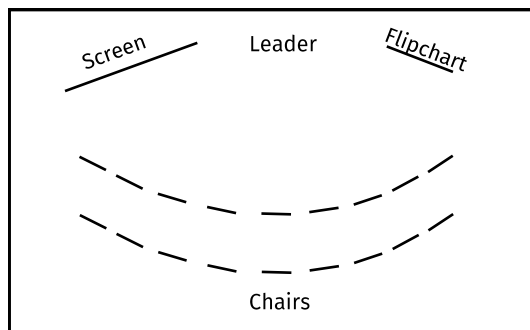
Before departure Check that you have everything you'll need before leaving.

Arrive early It always takes longer than you think to set up a room.

- Decide from where you are going to lead the session. Try to choose a place where you will be visible to everyone, ideally in the centre.
- Check that you will be well lit (not being able to see someone limits some people's ability to hear).
- Check you are not in front of a window or other light source.

Set up your visual aids

- Place a screen to right (if right-handed). Do NOT use the wall or a fixed screen as they are nearly always in the wrong place i.e. the centre of the room where you need to be. Screens should be placed at an angle so you are not blocking the line of vision (see diagram below).
- If using a projector rather than a TV screen place it on a low table so it doesn't obscure vision.
- Place a flipchart on the left, also at an angle.
- Place a small table near you where you can put any items you may need during the session.



Possible layout for a mid-size group

'I do not think that it is an exaggeration to say that the future of the Church depends on its leaders being relationally-rooted people.'

VIV THOMAS

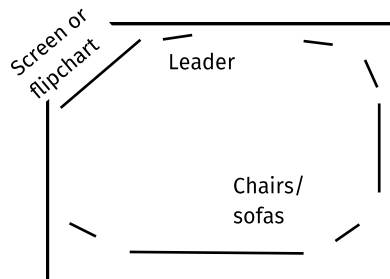
PREPARING A ROOM

'Are some leadership positions more difficult than others? Of course. Is leadership more difficult now than it used to be? In many ways, yes. In fact, that may be part of the reason so many potential leaders are reluctant to accept leadership responsibilities.'

LEITH ANDERSON

Arrange the chairs

- Give people enough space to be comfortable.
- Check sightlines and accessibility.
- Put out the number of chairs for those you know are definitely coming, and have additional chairs available at the side for any extras.



Possible layout for a smaller group meeting in a home

Lighting Try to make it attractive as well as practical.

Heating If the room is already warm, turn off radiators. People generate a lot of heat. If the room is cold, turn on radiators, but make sure you turn them off when a comfortable temperature has been reached.

Ventilation This is NOT to do with the temperature of the room but with oxygen levels. Open windows will help keep people awake. But try to avoid causing a draft.

Audibility Ensure you can be heard. If you have to use a PA, try to get a radio mike so you are free to move around.

Refreshments Decide when you are going to have refreshments and prepare them in advance so they can be ready at a moment's notice. It helps if you can find someone else to look after this side of things.

Music Purely a matter of personal preference, but appropriate music playing as people arrive can help to create a good atmosphere. You can also play music during some of the exercises and the coffee break.

LEADING A GROUP

Introduction

Every group is different. Dynamics change according to size, purpose, expectations, experience, people and context. Before taking on a course please:

- **Pray faithfully** for those attending.
- **Prepare thoroughly** in advance.
- **Practise consistently** what the course is all about in your daily life.

The following guidelines will help you with some common group dynamics. Don't think you have to be an expert before you can have a go. The right attitude towards the course is as important as the right skills. Experience over time will be the key. Everyone has to start somewhere. So try to relax, be yourself, and enjoy it.

Background

The prospect of leadership of a group makes many people nervous. So if you are feeling this way, be aware that you are in good company. Here are three basic misunderstandings that fuel some fears:

- The notion that along with leadership of a group should come the ability to know all answers and to solve all problems. Totally unrealistic, of course, but it is a deeply ingrained belief.
- A feeling that leadership must somehow be a tremendously complex task. It isn't. We are simply trying to help people do what they want to do: explore, learn and talk about an issue that concerns them.
- A misbelief that leaders ought to do all the talking in a group. Leaders are conductors, not soloists.

Basic Principles of Good Leadership

- **Lead with a loose rein** Allow the group to develop naturally. Don't expect one group to be the same as another. Be clear about what the group is doing and why. Make sure you know what you are doing.
- **Don't wear a mask** You are not expected to be 'super leader'. Be honest about yourself. Often the stories of not getting something right communicate best. However, be sensitive as well. Don't drag the group down if you are going through a difficult time.
- **Set boundaries** Be clear about starting and finishing times, and about matters of confidentiality.
- **Choose an apprentice** Try to identify someone you could train for the future running of Growing Leaders. Ideally, do yourself out of a job.
- **Own up** Don't be afraid to say 'I don't know'. But equally, be prepared to do some research before the next session.
- **Seek help** Be sure you know who to go to if things aren't going as you hoped. We are available at CPAS on 0300 123 0780.
- **Adapt** As you become more familiar with the course material be brave and change it in ways which make it work for you. Please also let us know so we can learn from your insights. We update the course at regular intervals.
- **Question** A great way to open up discussions, but be sure that the questions are open not closed, clear and not vague, focused but not simplistic.

'We are right to call for strong leaders in these times.'

PAULINE PERRY



LEADING A GROUP

“I am the good shepherd”, says Jesus. The Greek word for good here is not *agathos* (morally good) but *kalos*, skilled, proficient, professional.’

JOHN ADAIR

Learning Needs within a Group

- **Belonging** Encourage a sense of ‘we are in this together’.
- **Encouragement** Always try to be positive even when the contribution is totally off the point. Affirm the person even if you can’t affirm the point. Say thank you.
- **Physical need** Sitting for long periods can be uncomfortable, so make sure that at least every forty minutes you allow people to stand up. Some people need liquid refreshments regularly, so it helps to have the drinks in the middle of the session.
- **Personal needs** People come to any course with their own agendas. Be ready for these and, if necessary, arrange to talk with the person concerned after the session.



HANDLING PEOPLE

Introduction

We are all different, but it's surprising how frequently similar 'human types' emerge in groups. Here are a few hints on how to handle a group well when certain 'people problems' come to the fore. You may recognise some of the characters.

The following generally encourage people to interact well.

- **Be affirming** Whenever possible thank people for their contribution.
- **Be prayerful** Pray for each person during the course.
- **Be sensitive** People are unlikely to leave the pressures and stresses of life behind when they come to Growing Leaders.

Some Likely Characters

Chattering Chenglei Far too much to say for himself. Chenglei rarely leaves a gap for others to contribute. Try asking firmly but politely, 'What does someone else think?' Or you could give him the important job of summarising the whole discussion at the end. It will make him listen – and show him that you value him as well. As a last resort it may be necessary to chat to him privately about the situation.

Domineering Dorothy Her voice tends to rise imperiously above all others. Her overbearing manner grates on the rest of the group. They feel she brushes them aside. Don't be afraid to challenge her by putting an alternative viewpoint. Ask for other suggestions. Break into pairs or small buzz groups so that everyone has the opportunity to make a contribution.

Silent Sam He sits down and he clams up. Sam's lack of input may become a nagging source of frustration. Try to fathom what's going on beneath the silence. Maybe he doesn't understand, or perhaps it's a simple lack of confidence. Make sure you create opportunities for him to speak: 'Does anyone else have something to add?' Take time to get to know Sam better outside the group. Personal interest and encouragement may make all the difference.

Hesitant Hanima She is so unsure of herself she gives a timid 'I don't know' to almost every question. She may lack security or self-confidence. Affirm her when she does volunteer a response, and express appreciation on behalf of the group. Try choosing a topic about which you are sure Hattie knows a certain amount and invite her to make a contribution.

Negative Norman He gets attention by deliberately standing out against others. Deep down he is possibly very unsure of himself and is testing whether the group really accepts him. Try allowing him to express his negative feelings. Meet them with a warm, positive response. Make a point of asking for positive contributions. If the situation does not improve, particularly if he has hurt others in the group, confront him with the problem outside the meeting.

Prickly Pam She gets worked up but cannot recognise her anger. While allowing her to express her crossness, try to help her understand the cause of it. Endorse any valid points you think Pam is making and invite the group to respond positively.

'Communities need tensions if they are to grow and deepen. Tensions come from conflicts... A tension or difficulty can signal the approach of a new grace of God. But it has to be looked at wisely and humanly.'

JEAN VANIER



HANDLING PEOPLE

'To establish authentic community and to make it work properly requires forethought, organisation, co-ordination and co-operation.'

GILBERT BILZEKIAN

Red-herring Robert He constantly side-tracks discussions so that others forget the point. Make sure you're not one of them. Try suggesting, 'Can we follow that one up later, Robert? Now, what about the question we were asking...?' But don't fob him off. Make sure you remember to net the herring, however red.

Joker Jim His constant clowning may be a mask to hide embarrassment or some deeper tension. Join in with the joke and then get back on course. When the humour is misplaced, ignore the gag and move on swiftly.

Devil's advocate Denise Although it often seems contrived, she consistently presents the opposing view. What motivates her seeming contrariness? A genuine thirst for truth, or an awkward wish to challenge your leadership? Open up the discussion. Don't adopt an 'adversarial' stance.



COMMON OBSTACLES

We did some research among those interested in the Growing Leaders courses about what prevented them from actually running one. Here is what they said and some thoughts about the obstacles they identified.

1. BUSYNESS

There is so much to do as leaders, a never ending list of opportunities and expectations. Some things cry out for our immediate attention, but growing others as leaders is rarely heard above such cries. Yet we want to suggest it is a vital priority, for three reasons.

1. **Practically** One leader cannot possibly meet all the needs of leadership. If we don't grow others as leaders we easily become the bottle-neck, with leadership limited to our time, energy and gifts; whereas if we invest in growing leaders we multiply leadership capacity and create succession for the future.
2. **Theologically** Leadership in the New Testament is plural. It reflects the nature of the Church, that we are to lead with others within the body of Christ. Therefore even if we arrive in a situation where there is no one else to share leadership, one of our priorities will be to develop others to share the leadership with us so that we may fulfil the biblical pattern.
3. **Missionally** We need to resource Christians for leadership in every aspect of their lives; at work or school, in their homes, within the clubs and organisations they support. In an age where there is considerable cynicism about leadership, Christians can make a difference.

Whilst never easy to sort out the urgent from the important in leadership, we think growing others as leaders is one of those things which is both, and therefore making time for it is a leadership priority. How do we do this?

Our suggestion is to work with others who have leadership responsibility (this may be a PCC, eldership, Ministry Leadership Team, Church Wardens) in clarifying the purpose of the church (why we exist) and the priorities of the Minister (what we expect him/her to do). A simple exercise is to ask the group to come up with reasons why growing others as leaders might be important. Then use this list as a basis of a discussion about what currently you do to invest in leadership development. If we do this with others, they can be part of the decision (and therefore more likely to own it) which allocates resources towards developing leaders. They will stand with you as you explain to others why you may not be able to do something you have been doing because you need to give time to this aspect of your role.

2. NOT ENOUGH PEOPLE TO DO IT

This may mean two things; either we don't have enough existing or potential leaders to form a group, or we don't have sufficient resources to run a course.

In small churches there may not be enough people to constitute a Growing Leaders course. We recommend the ideal size for a course is between eight to 24 (however, some have run it with as few as two people). In such situations we recommend you link with other churches and between you identify a small number of people from each church who would benefit from such a course. This has been done in a variety of ways – across an Anglican deanery, within a benefice, across an ecumenical area.

'Leadership for Christians is about God, not about us... We centre our soul in the hand of God – only then are we ready for leadership.'

WALTER WRIGHT



COMMON OBSTACLES

If you don't have sufficient resources to run a course, again we suggest linking with others. You may also be able to invite a church that has already run Growing Leaders to help you get a course established, or even join in with theirs.

3. NOT A HIGH PRIORITY

A third common reason people give for not running Growing Leaders is that they don't see it as a priority. And indeed it may not be. Every leader has to discern what are the priority things to invest in at any point of time. At this time growing others as leaders may not be one of them. However, at some point it is likely to become a priority, as developing leaders is one of the things that leadership focuses on. When is that time likely to come?

Some research suggests that growing leaders is one of those factors that leads to growth in a church, simply because it multiplies leadership enabling more things to happen. Therefore rather than waiting for when it feels as if it is needed, being proactive and growing leaders as a strategic way of facilitating growth may be a better way forward.

4. THE COURSE ISN'T FROM OUR TRADITION

The course has been written and produced by an evangelical Anglican organisation, but many churches who aren't from that tradition are using it. When we wrote the material we wanted to make it accessible to as many people as possible, within the Anglican tradition and those churches of other denominations, whilst being faithful to the tradition from which we come. We also recognise that every church is located in a particular setting, has their own unique story, and a particular spirituality. For that reason we have tried to make the materials 'comprehensive (everything you need to run the course) and flexible (so you can adapt them to your own situation).

FURTHER INFORMATION

Of course there are other reasons people may not run a course, and if we can be of any help as you explore these please do get in touch.



FREQUENTLY ASKED QUESTIONS

WHEN IS THE BEST TIME TO START GROWING LEADERS?

We've designed the course to work through an academic year, with the introductory session just before the summer break, and Part 1 starting in September. Although this is our suggested way of running the course, you can of course decide to start at a different time of the year.

HOW MUCH WILL IT COST?

Each church will need to make a decision about this before the introductory session. The likely costs are:

- 24 hours or day away (twice).
- Materials for participants (handouts, plastic folder for handouts, as a guide around £10.00 per person).
- Materials for the sessions (refreshments, Blu-Tack, pens, paper, card and so on).
- Resources, either people buying personally, or church creating a library.

You will need to decide whether you are going to cover these costs as a church or pass them on to the participants.

WHERE CAN WE GET SOME FURTHER INSIGHTS INTO HOW TO RUN THE COURSE?

We run occasional training events to equip people to run the course. Contact us to ask about running such an event for churches in your area.

HOW DO WE SET UP THE MENTOR SCHEME?

In the mentor section you'll find a guide to setting up the mentor scheme. There is also a guide for the mentors. Print off a copy for each of them.

And here are a few pointers from those who've previously completed Growing Leaders:

- Give copies of the Growing Leaders book to the mentors. This is the 'text' book for Growing Leaders and will give them helpful insights into the material their mentees will cover. They can work through the questions at the end of each chapter to help them personally engage with some of the issues. Discounts for multiple copies are available from www.cpas.org.uk.
- Gather the mentors together before the course starts for a training session and to address any questions or concerns. There are leaders' notes and handouts in the mentor section.
- Meet the mentors at the end of each part of the course to see how things have gone.
- Send a brief email to the mentors after each session, explaining what was covered and highlighting any issues they may need to be aware of.
- Identify someone to mentor the mentors.
- Stress the importance of regular monthly meetings with their mentee. If these aren't happening, they ought to let you know.
- Be prepared to stop a mentoring relationship if it isn't going well, and debrief both the mentor and mentee carefully.
- Distribute the monthly mentor bulletins. They inform the mentors what to cover in each session, and give them guidelines on how to mentor.

'There is no shortage of ideas about leadership and images of leaders. But there is a huge shortage of leaders in the Church. Why?'

JAMES LAWRENCE



FREQUENTLY ASKED QUESTIONS

‘As spiritual leaders, we must be constantly on the alert against methods, gimmicks, marketing strategies, techniques... that are manipulative methods.’

MARVA DAWN

YES, BUT WHAT IF WE CAN'T FIND ENOUGH MENTORS?

Finding good mentors isn't easy, but do persist. They will make all the difference. Sometimes other churches in your area will be able to offer some people to mentor on your course. They may have participants who would like the opportunity to mentor someone going through the course.

WHAT ABOUT THOSE WITH LOW LITERACY LEVELS?

It is possible to run Growing Leaders without using the majority of the handouts. Indeed some have run it with non-readers, as well as those for whom reading is a struggle. If you regularly work with such people you will probably already be sensitive to their needs and know how to maximise learning opportunities. If you would like further insights into this area, Unlock (formerly the Evangelical Urban Training Project) provides excellent resources (see www.unlock-urban.org.uk).

WE DON'T USE POWERPOINT, IS IT NECESSARY?

No, but it is helpful. It is possible to run the course without using the PowerPoint slides. A number of churches have done this very effectively. However, people learn in different ways. Some are more visual than others. The slides provide images and words to help people learn and keep on track with each session.

WE KEEP RUNNING OUT OF TIME, WHAT CAN WE DO TO FIT IT ALL IN?

Each session is designed to last 120 minutes with a coffee break. There are regularly choices/alternatives to select from, so don't do everything. If you are struggling to fit it all in, here are a few suggestions:

- Be sure to start on time. It is amazing how often Christian meetings start ten minutes late.
- You could have coffee as people arrive, and therefore take a shorter break in the middle, although we prefer the coffee break actually in the session as it gives time for socialising and a break from concentrating hard.
- Keep a careful watch on your timings. It is very easy to allow an exercise to overrun and then have trouble catching up.
- Select from the options wisely. It is possible to leave out certain things and still cover the core content of the sessions.

WHAT ABOUT CONFIDENTIALITY?

Please set clear guidelines for confidentiality at the start. It is important to create a 'safe place' for participants, where they can be honest about things. You will need to decide about the guidelines you want to offer, but whatever they are, please be clear.

WHICH VERSION OF THE BIBLE DOES GROWING LEADERS USE?

We use the New Revised Standard Version or Today's New International Version. Both these translations reflect the 'gender inclusive' approach to translation where the original refers to men and women, as we want to reflect the biblical mandate for leadership across the sexes.



FREQUENTLY ASKED QUESTIONS

WHAT ABOUT COPYRIGHT ISSUES?

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If you are using Growing Leaders across a number of churches within a small geographical area (for example a deanery), permission is also given to photocopy materials in accordance with the paragraph above. The material may not be used at conferences, consultations or for leadership courses other than those designated above.

Occasionally during the course we suggest using DVD or video clips. It is essential to work within the bounds of current law. Please ensure that you have appropriate copyright permission for whatever you choose to use.

The simplest approach is to ensure that you are covered by an appropriate CCLI licence. Please contact:

Christian Copyright Licence International UK
CCLI, Chantry House, 22 Upperton Road, Eastbourne BN21 1BF
01323 436100
<http://uk.ccli.com>

CCLI offers a range of copyright licence schemes at very reasonable rates which cover a variety of production companies.

Please note that licences do not cover BBC TV programmes.

WHAT HAPPENS WHEN GROWING LEADERS FINISHES?

Please run it again. Developing leaders isn't something we can do once and then forget about it. Ideally Growing Leaders is part of an ongoing strategy within the church. We also hope that you will continue to 'train' those who've completed Growing Leaders. Inevitably the course only covers a limited amount. There is much more that can be done. On the website you will find additional sessions to be run once a term.

'All leaders must have healthy doctrine so as not to lead in the wrong direction.'

EUGENE PETERSON



RESOURCES

'Jesus worked with people who were totally human and not divine... people who in spite of illiteracy, questionable backgrounds, fractious feelings, and momentary cowardice went on to accomplish the tasks he trained them to do.'

Laurie Beth Jones

GENERAL

- Growing Leaders, James Lawrence (CPAS/BRF)
- Fruitfulness on the Frontline, Mark Greene (IVP)
- Gifted to Lead, Nancy Beach (Zondervan)
- The Gift of Leadership, Stephen Croft (Canterbury Press)
- In the Name of Jesus, Henri Nouwen (DLT)
- Jesus Driven Ministry, Ajith Fernando (IVP)
- Lead On, James Lawrence (Monarch)
- Relational Leadership, Walter Wright (Paternoster)
- Spiritual Leadership, Oswald Sanders (Moody)
- Transforming Leadership, Leighton Ford (IVP)
- The Grove Leadership Series contains over 30 titles covering a wide range of topics in under 10,000 words. Take a look at www.cpas.org.uk/grove.

CHOSEN

- The Life You've Always Wanted, John Ortberg (Zondervan)
- Too Busy Not to Pray, Bill Hybels (IVP)
- What's So Amazing About Grace?, Philip Yancey (Harper)

CALL

- The Busy Christian's Guide to Busyness, Tim Chester (IVP)
- The Call, Os Guinness (Word)
- Living on Purpose, Tom and Christine Sine (Monarch)
- Purpose Driven Life, Rick Warren (Zondervan)

CHARACTER

- Celebration of Discipline, Richard Foster (Harper)
- Integrity: Leading with God Watching, Jonathan Lamb (IVP)
- Ordering Your Private World, Gordon MacDonald (Highland Books)
- Search Me O God, Andrew Atherstone (Grove Books)
- Transforming Life, Stuart Less (Kingsway)

COMPETENCE

- Credibility, James Kouzes and Barry Posner (Jossey-Bass)
- Discerning Leadership, Graham Cray (Grove Books L1)
- The Five Dysfunctions of a Team, Patrick Lencioni (Jossey Bass)
- Good to Great, Jim Collins (Random House)
- The Reluctant Leader, Peter Shaw and Hilary Douglas (Canterbury Press)
- Strengths Based Leadership, Tom Rath (Gallup Press)
- Unleashing the Power of Rubber Bands, Nancy Ortberg (Tyndale)
- How to Grow Leaders, John Adair (Kogan Page)
- Maximising Your Effectiveness, Aubrey Malphur (Baker Books)

COMMUNITY

- Everyone's Normal Until You Get to Know Them, John Ortberg (Zondervan)
- Life Together, Dietrich Bonhoeffer (Harper Collins)



SESSION MATERIALS

Design

The leaders' guides include the following:

- **Leaders' video introduction** These are for you as the leaders of the course. They provide 5-8 minute introductions to each session, explaining some of the background and things to look out for. We hope they will be useful in your preparation.
- **Introduction to the session** This includes the aims for the session, an outline of the thinking behind the material, an overview, and some thoughts for your own preparation.
- **Session outline** This is set out in columns. The first column gives you the section type and timings. The second column indicates the appropriate slides and handouts. The third column suggests how to approach the section.

Icons

The following symbols are used throughout Growing Leaders:



Background Explores the thinking behind the session.



Aim 'A' stands for 'arrival', hints for preparing a good welcome. 'I' = 'introduction', starting the session well, including aims. 'M' = 'markers', any practicalities you need to flag up for the session.



Bible Indicates a Bible study.



Way in Both personal preparation for the leader and a creative way in to the session's topic.



Activity A variety of practical exercises.



Refresh A break for food and drink.



Worship/reflection/prayer Approaches to engage the heart.



Finally Concluding the session.



Journalling Questions for journaling.

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