



cpas

Making Mission Possible



GROWING LEADERS

- **Introductory Video**
- **Leaders' Guide**
- **Handouts 1-6**
- **Invitation Card**
- **Additional Handouts 1-6**



10

**CONTINUING
WELL**

SESSION 10: CONTINUING WELL

'Ten good leaders
wisely led,
Will beat a hundred
without a head.'

EURIPIDES, GREEK POET
460BC

Session Overview

- Aim (20 mins).
- Growing Leaders overview (10 mins).
- Thank-you wall (15 mins).
- Refreshments (10 mins).
- Bible, Philippians 1:1-11 (10 mins).
- Circle activity (25 mins).
- Carry-out activity (15 mins).
- Worship (13 mins).
- And finally (2 mins).

Session Aims

- To have fun together giving thanks for what God has done through Growing Leaders.
- To identify the next step for each participant.
- To pray for leaders.

B Bible base

Philippians 1:1-11. One of the common themes in Paul's writings is thanksgiving. In 1 Thessalonians 5:18-20 he urges us to 'give thanks in all circumstances'. Cultivating an 'attitude of gratitude' (as our American friends put it) is a healthy antidote to the grumpiness, cynicism and disillusionment that so often takes hold. For this reason we take some time to explore Paul's approach to thanksgiving as we conclude Growing Leaders with our third 'keeping faithful': continuing well.

Q Background

Ending well is quite an art. There's a small girl we know who bursts into tears every time people get up to leave; she has more to learn about ending well.

There's plenty of truth in the old saying, 'All's well that ends well.' A good ending enhances our view of all that has gone before. A bad one can spoil or destroy it. The three parts of the course have included teaching, explorations, activity, learning and, so importantly, the development of many relationships. For this reason, it is essential to bring your time together to a 'good' conclusion that celebrates all that God has been doing in the lives of participants and leaders. So, please, don't think for a second that this session could be skipped over.

PRACTICAL ARRANGEMENTS

The practical arrangements for this session are particularly important. Please consider:

- Where is the best venue to make people feel special and valued?
- How much 'budget' or resources can we gather to ensure we do things well? (This does not mean you have to have a large budget, but if practical contributions for food, etc. are required people need advanced warning).
- Consider giving each participant a small gift as a way of thanking them for taking part and as a reminder to persevere with all that lies ahead. The present needn't be expensive, but it should be personal, appropriate and, well, rather special. The recipient should feel that he or she is valued and unique. Suggestions: a Christian book, a symbol (on the Arrow Leadership Programme we give out a stone with a cross engraved on it).

SESSION STRUCTURE

There are two possible approaches to this session. Choose one or mix them as appropriate:

- A session for the participants alone
- A session for everyone who has contributed to the course: prayer partners, mentors, speakers, etc. (there is an example invitation).



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The session also provides material for the church to use in a main service. Decide the most appropriate context, but it is important that leadership is seen as a ministry within the whole church that is both celebrated and recognised. We would strongly encourage you to use this material, both to highlight what God has been doing in the course, and also to use it as a place to encourage the leadership gifts and ministries of others. In particular you will need to contact people for information before the session.

- The overview at the start of the session will work best if it contains short quotes or stories from people about their memories of the course. If you have time telephone each participant and ask them for one recollection, quote or story about their experience of Growing Leaders. These can be incorporated in the overview.
- During these conversations it would also be very helpful to find two people who would be willing to speak during the session about their experience, or be interviewed. Ideally this would be a participant and a mentor, but if you are following option 1 above then two participants would be appropriate.

AFTER THE SESSION

Ideally make time to meet with each person after the course has finished. There are some additional handouts (kindly provided by Myton Church in Warwick) that provide some material you could use to get some feedback on each participant from their mentor, the Minister of the church (if that isn't you) and other course leaders. This is then offered to them as part of a conversation exploring their next steps in leadership.

Although this is a big commitment, the benefits for the participant and the course leaders are huge. Be sure not only to reflect on what they have learnt from the course, but also what are the implications for this in their spiritual life and their leadership (whether in or outside the life of the gathered church). Prayerfully seek to help them identify their next step.

AND FINALLY

We'd be really grateful if you could draw attention to CPAS at this stage as well. As a mission agency we rely on charitable giving to make our work possible. We'd love to send you some relevant literature about our work to distribute to the course members (give us a ring on 0300 123 0780). Please also encourage them to sign up for Lead On, a free monthly email that offers articles, reviews, and resources on leadership topics. We can either send you post cards for them to fill in, or they can sign up online at www.cpas.org.uk/leadon.

'Organisations cannot grow leaders. It is nature or God that grows leaders. All the organisations do is to provide some of the necessary conditions for growth, chief among them is the opportunity to lead.'

JOHN ADAIR

Materials

- Refreshments.
- Stickers.
- Post-it notes.
- Flipchart or lining paper for thank-you wall.
- Bags.
- Gifts.
- Card.
- Lots of marker pens.

HANDOUTS

- Handout 1 Sweet stuff
- Handout 2 Thanks unlimited.
- Handout 3 Philippians card.
- Handout 4 Certificates.
- Handout 5 Feedback form.
- Handout 6 Overall feedback form




ADDITIONAL MATERIALS

- Introductory video.
- Session 10 PowerPoint.
- Invitation card.
- Additional handout 1 Form for GL leaders to complete.
- Additional handout 2 Form for GL mentor to complete.
- Additional handout 3 Form for minister to complete.
- Additional handout 4 Form for GL participant to complete.
- Additional handout 5 Example feedback letter for participant.
- Additional handout 6 Summary table for feedback.



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Outline

 Aim 0-20 MINS	Slide 1	ARRIVAL It would be good to have a 'party' atmosphere to this session. Serve punch or cocktails, play some party music, and (depending on the mix of people) enjoy an icebreaker activity. You could also decorate the venue with quotes or photos taken during the course, or even pictures of the participants.
	Slide 2 Handout 1	SWEET STUFF Use handout 1 as the basis of an icebreaker game to help everyone mix together well at the start of the session – participants, leaders and any visitors that you have invited to take part. Prepare small bags or envelopes with a selection of different coloured sweets in each. We suggest Smarties or M&Ms. Distribute the sweets and invite people to pair up and start enjoying the sweets. But, to enjoy a sweet, you must share a personal fact (or aspiration) according to the colour of the sweet selected. Make sure copies of the 'key' (on the handout) are prominently displayed. Encourage people to keep moving on to share questions with new people RED – favourite hobbies. GREEN – favourite place on earth. BLUE – favourite memory. YELLOW – dream job. ORANGE – this is the 'wild card' – tell us anything about yourself (claim to fame, hidden talent and so on).
	Slides 3-5	INTRODUCTION Having welcomed people, and if appropriate, review session 9. Then introduce this session and its purpose. This session has three aims: <ul style="list-style-type: none">• To have fun together, giving thanks for what God has been doing through the course.• To identify the next step for course participants.• To pray for leaders and leadership in the life of our church, society and nation.
 Way In 20-30 MINS	Slides 6-11	Use the presentation as a way to review what we've covered in the course. If possible, personalise it by dropping in your own photos or information. This is also a good opportunity to use any quotes or comments from participants that you gleaned before the evening (see introduction). Remember to stress through this section that this is one of several possible approaches to leadership and provides some starting points.
 Activity 30-45 MINS	Slide 12	THANK-YOU WALL Attach a long strip of paper along one wall of the space where you are meeting. Write 'Thank You' on it in big, bold lettering. Provide a selection of big marker pens. <ul style="list-style-type: none">• Ask people to identify one thing they would like to thank God for. Encourage them to be as explicit as possible, but make sure they know that they may



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also be cryptic and confidential. Whether they choose one word or a whole paragraph, a simple sketch or a detailed diagram, they should focus on the good things God has given them/done in them through the course.

- If there are new people present, even if they are mentors or others associated with the course, ensure that you set appropriate and safe boundaries for confidentiality.
- Play some suitable music while people have time to think. After a few minutes encourage them to come to the paper and find space to write/draw their contribution.
- When people have finished ask them to move to a new part of the paper and take a moment to read/look at what others have written/drawn. After a few minutes lead the group in prayer, giving thanks for everything God has done through the course.



Refresh
45-55 MINS

Slide 13

Arrange for more celebratory refreshments to be brought in at this point. If it is still possible to amaze your group, then this is the time to do it. Encourage them to read the rest of the 'thank you' wall as they chat.



Bible
55-65 MINS

Slide 14
Handout 2

Ask someone to read Philippians 1:1-11.

Using the slides and handout, set the thanksgiving for the course in its Bible context by emphasising the following from the passage:

1. THE SOURCE OF THANKSGIVING

For Paul giving thanks is not just a general good feeling, but something rooted in God. Here he starts and ends with God: 'I thank my God' (1:3), 'to the glory and praise of God' (1:11). It is good to have travelled the year together, to enjoy refreshments, to laugh and cry, to be honest and vulnerable. All of these things are worth celebrating. But at the heart of our thanks is not our ability or resources, but God. The course's 'leadership mode' is based firmly on his character. He is the source of everything good that we have experienced during Growing Leaders.

2. THE FOCUS OF THANKSGIVING

Paul had known the Philippians for a long time and loved them dearly (1:7-8). They were good friends with whom he had experienced much and so he could have given many reasons for thanksgiving. But he chooses a particular focus, similar to this session's purpose.

He gives thanks for 'your partnership in the gospel' (1:5). By this he means the sharing in ministry and leadership they have enjoyed. It is all about God's grace (1:7). One crucial element in learning well from the course and moving forward is to make sure that we are similarly focused in what we have experienced and learnt from God about ministry with others. What kind of 'gospel partnership' will you give thanks for?

3. THE HOPE OF THANKSGIVING

It can often be hard to keep giving thanks in all circumstances. There have been times in all our lives when that seems impossible (perhaps you could illustrate with a personal example). Paul has experienced freedom as well as



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imprisonment for his faith (1:7b). It's possible that Philippians was written from prison. But Paul keeps giving thanks because he knows that the source of his thanksgiving, God, will never let the focus of his thanksgiving, gospel ministry, be in vain. Ministry leadership can sometimes seem both a chore and irrelevant: people fall away, projects go wrong, the church argues and splits. But God is faithful and he will return. So for Paul thanksgiving is never just whistling in the wind because:

- God is its guarantee (1:6).
- God's grace is at its heart (1:8).
- God will return decisively to vindicate its work (1:10b).

And so Paul can pray confidently for those he loves (1:9-11).



Activity 1 65-90 MINS

Coloured
Post-it notes

CIRCLE EXERCISE

At the start of this exercise make sure that all the group members are facing each other in a circle. Place a bin in the centre and hand round one coloured Post-it note per person. The purpose of this activity is to give the group members a chance to name something that they want to leave behind as a result of the course.

The key to this exercise is that the leaders lead by example and create a sense of safety and honesty for the group.

As the exercise starts explain that:

- Later in Philippians Paul talks about considering everything rubbish except knowing Jesus as Lord (3:8). For each participant, the course will have highlighted things that they do, aspects of their character or beliefs, patterns of thought or behaviour that hold them back in their leadership and following of Jesus. This activity is a chance for each of us to look back over the course and identify one thing that we wish, by the power of God's Spirit, to leave behind.
- We shall use the Post-it note to represent our issue. We can write it down if we wish, but we can also leave it blank. We come into the centre and place the Post-it in the bin. If we wish we can share very briefly with the group what we are leaving behind, but that is not compulsory.
- As each person drops their Post-it into the bin, the leader should read the following responsive prayer:

Leader Father God, send again the Spirit of Jesus,
All That we might lead in the freedom of Christ.

- The person walks back to his or her seat.

It might be helpful to mention:

- This is not a therapy activity, rather it is naming things before God and our friends who will pray and support us. It is best to be brief, but un-rushed.
- The group leaders will go first.
- At the end of the activity, the leader should pray a further prayer to 'end it' well.

If 'visitors', such as mentors, are present you may wish to make this activity silent – apart from the repeated prayer after each Post-it is thrown away.

Slide 15



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Activity 2 90-105 MINS

Handouts 3-4

CARRY OUT

Having left something behind, group members are now encouraged to continue allowing God to carry forward his work in their lives. The next part of the session is a bit like a spiritual prize-giving ceremony, and is probably the only church course with party-bags thrown in.

In advance, collect some plain paper bags or fancy party-bags – one per participant. Small bags with handles (as from the local takeaway) are particularly useful. Place the following items in each bag:

- Course-completion certificate (see handouts) printed on good-quality paper, rolled and secured with ribbon.
- Philippians card (see handouts) on which one of the leaders has written a personal message.
- A gift (see page 2).

Mark each bag with a Post-it note bearing the recipient's name – nothing worse than a mid-ceremony muddle. Introduce the activity using the words from Philippians 1:6 that God will carry forward the good work which he has started. Explain that we're all going to receive something to carry away with us to remind ourselves that when we move forward, it is God who does the carrying, because leadership is ultimately his work not ours. Explain that each person will be invited forward to receive a bag. Let them know that you will ask them to share one thing that they want to carry forward from the course into their next step in leadership.

Invite people forward.

- As they speak, one leader should record on the card their 'one thing' to take forward. Place the card in the bag.
- Invite the person to stand or kneel for prayer, as is your custom.
- If you have mentors at the session it would be good to invite them to come and lay hands on the person as you pray. If you are not having a commissioning in church, this would be a great moment to have other senior leaders or the minister to come and share in this prayer time.

The following prayer might be helpful:

Slide 16

May you grow in love, knowledge and insight,
Bearing fruit for God's glory until Jesus comes again.

Note: while it would be great to pray at length for everyone, you will need to be aware of the time. Depending on your situation and tradition you could, of course, use most of the worship time for this activity and turn it into prayer ministry in a more extended form.

The session ends with thanksgiving. We place all that lies ahead into God's hands.

Start this section by pointing out that:

- When Paul thanked God for the Philippians' ministry, he did not think it was yet perfect. He knew that learning and growth would be needed right up until Jesus returned. Growing Leaders has not been the first thing, nor will it



Worship 105-118 MINS



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be the last, that will help participants to grow in leadership. It is only part of what God will do for the whole of their lives.

- Encourage participants to set aside time over the next few months to listen to what God is saying about their future role and service. Let them know that you would like to meet with each of them over the coming weeks to discuss their thoughts and concerns. But whatever the 'next step' may be, make sure you remind people that it is God who carries us forward, doing his work in us and through us. This may be the final session of the course – but it's only a pause on a lifelong journey. It's not a full stop.
- So, the course started and ends in worship.

Depending on your time a variety of things will be suitable. We suggest that you aim for a sense of joy and celebration using more upbeat songs which focus on the character of God. These might include:

- All my days I will sing this song of gladness
- Blessed be your name
- Rejoice, rejoice Christ is in you
- Praise my soul the King of heaven
- God of Glory, we exalt your name
- Thine be the glory
- Great is your faithfulness.

Slides 17-19

The resources for the Service of Commissioning might also be useful at this time, perhaps ending with the prayer attributed to Sir Francis Drake.

Remember to end this last part of the evening in a good way. You might want party poppers or fizzy drinks in tall glasses, or whatever suits your situation.



Finally

118-120 MINS

Slides 20-21

Handout 5

Handout 6

Thank people for coming to the course. Explain the future plans of your church for Growing Leaders. And make sure you get the feedback forms in. There is an additional one in this session to help evaluate the whole course. This will be a huge benefit to you as you review the course and plan for the next one. We would also be grateful if you would collate your insights and send them to us.

Well done for completing the course. Do be sure to review how it has gone, and begin your planning and praying for the next one. Don't forget there is additional material to download for further sessions of Growing Leaders.

As you come to the end of a Growing Leaders course there are a number of ways to continue the work of leadership development. Here are a few suggestions of practical next steps.

- Be sure to end the course well. Ideally each participant will meet one-to-one with the course leaders to discuss what they have got out of the course and to identify what their particular next steps will be. There are some additional handouts to help with this developed by a church in Warwick. The Minister of the church, their mentor and the course leader are all invited to complete a brief questionnaire on a participant, and then either the Minister or someone else meets with them to talk through their next steps.



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Outline

- Continue to offer termly sessions. Leadership development is an ongoing process. It isn't finished at the end of a course! We've created several additional sessions that are available as part of your purchase. The idea is to use one a term over the year following a Growing Leaders course to help continue reflection and engagement with leadership issues.
- Start your next course. Hopefully there will be others to develop as leaders (some of which may have been identified by the existing course participants as a result of session 6). One of the best ways to help existing participants integrate their learning is to pass it on to others, and a practical way they can do that is through mentoring people on the new course. Whilst this may not be appropriate for everyone, it is an excellent way of continuing the work of leadership development.
- Create a library of leadership development resources. This may be a literal library of books you want people to read, or CDs/DVD for them to watch/listen. It could be letting them know of podcasts, YouTube videos or leadership websites/blogs to visit. It may be sending out an article about leadership every month written by yourself or downloaded from other places (try the CPAS [Lead On](#) free monthly email). You could also subscribe to one of the leadership magazines and send it round key leaders.
- Go to a leadership event once a year. A number of organisations run leadership days or conferences (CPAS, Willow Creek, New Wine) on a regular basis. Attending these with other leaders is a great way of building relationships as well as getting further input.
- If you've run one course, why not run the other. The two courses offer a process for growing leaders from 14-18 (youth edition) and from 18-90 (adult edition).

The key to all these is to see leadership development as an ongoing part of the life of the church rather than a special activity we do once in a while. If we can be of any help with this please do make contact. And if you have additional ideas of things to do following a Growing Leaders course please let us know.



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Ideas for an Act of Commissioning

Depending on your situation it may be appropriate to end the course within a public service of worship. This will enable the leaders to be prayed for publicly as well as being part of a general culture of encouragement and good leadership. Aim for celebration and fun as well as a due sense of occasion. Be sure to commission them for leadership in whatever context they are exercising it – home, community, workplace, church.

However, be careful of two dangers:

- This sort of event can raise needless fears and unrealistic expectations. If the church implies it is commissioning or praying for leaders, it must use them and their gifts in the places of God's calling. So think carefully about the reality of your situation before planning the commissioning service. Consider the discouraging consequences of raising 'leadership expectations' that you cannot fulfil.
- Sometimes we can inadvertently set up hierarchies of merit or holiness in churches by always showcasing the same ministries or people. Make sure that the lowly, the small, the unknown and the unusual ministries and people are recognised.

A commissioning might include some or all of the following elements:

- A central focus on Christ in all the words, music and action.
- A brief explanation of Growing Leaders. You could use some parts of the PowerPoint from session 10.
- Personal testimony from course participants. Testimony can be very powerful, but tends to work best when it is specific and personal. People do not need a whole history of life or faith, but honest and personal answers to one or two limited questions such as: 'What insight from the course has affected your leadership and life the most?', 'Tell us one thing God has done through this course', 'How did it feel being on a course with other leaders?', 'What one thing would you say to anyone thinking of joining next year's Growing Leaders?'
- Prayer for the participants as they move forward. This might be individually, or getting them all to stand wherever they are in the church and those near praying for them, or by symbolically placing their names on the Communion table (their names might be brought up with the gifts and offering if the service is a Eucharist). The main thing is that it encourages all and fits your style and tradition.
- Some common words of response and commitment. The leaders on the course are not the only leaders in the church and all Christians are called to ministry. By setting the words in a corporate context everyone is encouraged to continue following Jesus.

The following resources might help shape your worship.

Readings

Any of the following short readings would be appropriate:

Isaiah 6:1-10; Mark 10:42-45; John 13:1-17; John 20:19-23; 1 Peter 5:1-4.

Symbolic Action

If you use John 13 it might be possible to incorporate some element of foot washing into the commissioning. However it is arranged, remember that Jesus' point is that we should do it because he does it for us. Thus, any opportunity to reverse the normal hierarchy of leadership should be taken: historically this has been indicated by the most senior leaders washing the feet of the most junior or humble people. Depending on numbers it might be possible to wash the feet of all the course participants. Whatever approach you take, make sure the point is clear: anyone ministering for Jesus must be 'washed' by Jesus.



SESSION 10: CONTINUING WELL

Ideas for an Act of Commissioning

A Commitment for Everyone to Continue Following Jesus

Those who are baptised are called to worship and serve God.

Will you continue in the apostles' teaching and fellowship, in the breaking of bread, and in the prayers?

With the help of God, I will.

Will you persevere in resisting evil, and, whenever you fall into sin, repent and return to the Lord?

With the help of God, I will.

Will you proclaim by word and example the good news of God in Christ?

With the help of God, I will.

Will you seek and serve Christ in all people, loving your neighbour as yourself?

With the help of God, I will.

Will you acknowledge Christ's authority over human society, by prayer for the world and its leaders, by defending the weak, and by seeking peace and justice?

With the help of God, I will.

May Christ dwell in your heart(s) through faith, that you may be rooted and grounded in love and bring forth the fruit of the Spirit.

Amen.

(Church of England, Common Worship baptism service)

A Corporate Prayer (if you haven't used it before)

Disturb us, Lord,

when we are too well pleased with ourselves,
when our dreams have come true because we have dreamed too little,
when we arrive safely because we sailed too close to the shore.

Disturb us, Lord,

when with the abundance of things we possess, we have lost our thirst for the waters of life;
when having fallen in love with life, we have ceased to dream of eternity;
when in our efforts to build a new earth, we have allowed our vision of the new heaven to dim.

Disturb us, Lord,

to dare more boldly,
to venture on wider seas
 where storms will show your mastery,
 where losing sight of land, we shall find the stars.
We ask you to push back the horizons of our hopes;
and to push into the future in strength, courage, hope and love.

(Attributed to Sir Francis Drake before setting out on his voyage of exploration.)



SESSION 10: CONTINUING WELL

Ideas for an Act of Commissioning

A Prayer for God's Blessing

Our brother Jesus, you set our feet upon the way and sometimes where you lead we do not like or understand.
Bless us with courage where the way is fraught with dread or danger;
Bless us with graceful meetings where the way is lonely;
Bless us with good companions where the way demands a common cause;
Bless us with night vision where we travel in the dark, keen hearing where we have not sight, to hear the reassuring sounds of fellow travellers;
Bless us with humour – we cannot travel lightly weighed down with gravity;
Bless us with humility to learn from those around us;
Bless us with decisiveness where we must move with speed;
Bless us with lazy moments, to stretch and rest and savour;
Bless us with love, given and received;
And bless us with your presence, even when we know it in your absence.
Lead us into exile,
Until we find that on the road
Is where you are,
And where you are is going home.
Bless us, lead us, love us, bring us home,
Bearing the gospel of life.

(Kathy Galloway, Scotland)

Blessing

Almighty God,
who for the salvation of the world
gives to his people many gifts and ministries
to the advancement of his glory,
stir up in you the gifts of his grace,
sustain each one of you in your own ministry;
and the blessing of God Almighty,
Father, Son and Holy Spirit,
be with you all,
now and evermore. Amen.

(Church of England ordination service)

