# OUTLINE OF CHURCH PLANTER COACHES MANUAL

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INTRODUCTION

The Gospel changes everything. We love our city, and want it to be changed by the Gospel of Jesus Christ. As a church that takes the Great Commission seriously, Hill Country Bible Church rallies around a compelling vision:

“That every man, woman, and child in Greater Austin has the chance to experience the life-changing reality of Jesus Christ because they hear the Gospel from the lips of someone at a Hill Country Bible Church.”

In Acts 1:8, Jesus tells his disciples to go into Jerusalem, Judea, and Samaria. HCBC defines our “Jerusalem” as the Greater Austin area. The strategic question is “How can we reach 1.7 million people?” HCBC embraces a threefold approach: 1) Making gospel proclaiming disciples of Christ, 2) Deploying them into church plants, and 3) Partnering with other gospel centered churches in the city.

As Tim Keller has rightly stated:

> The vigorous, continual planting of new congregations is the single most crucial strategy for (1) the numerical growth of the body of Christ in a city and (2) the continual corporate renewal and revival of the existing churches in a city. Nothing else – not crusades, outreach programs, parachurch ministries, growing mega churches, congregational consulting, nor church renewal processes – will have the consistent impact of dynamic, extensive church planting. This is an eyebrow-raising statement, but to those who have done any study at all, it is not even controversial. ¹

The goal of this guidebook is to clearly establish the HCBC church planting process in order to provide context for anyone involved in church planting. The ultimate goal is to equip coaches who can successfully guide “church plants” to achieve “church status” – the point where they have become a sustainable, prevailing church planting church.

HISTORY OF THE HILL COUNTRY CHURCH PLANTING JOURNEY

It took eleven years for HCBC to plant four churches. In only took another six years, and they were at twenty-one, and had launched a strong multi-site church. As of June 2011, HCBC has 10 Church Plants, 6 Churches, and 5 “grandchildren” or churches that have been planted by other AHCC churches. (See next page for map.)

FROM 5 CHURCHES TO 22 IN SIX YEARS

2005
Existing churches

2011
Existing Churches
Multi-site Location
Future Church
In 2004, the Church Planting Training Center (CPTC) was created to assess, train, resource and coach church planters to reach the Greater Austin area with the Gospel. At HCBC our model of church planting involves a “Planting Church” that provides the initial leadership and resources (money, ministry model, mentoring and missionaries) to get a new Church Plant started.

This includes the assessment and selection of the church planter. The assessment ensures that the planter demonstrates the capacities, competencies and chemistry to plant as a partner in our network. This allows for a close working relationship between the Planting Church and the Church Plant. Although the goal for Church Plant is eventually autonomy, HCBC has significant influence in the Church Plant (especially during the pre-launch phase and the first three years). The key advantages include planting in the context of a city-reaching movement of co-laborers, learning from twenty years of experience, and leveraging HCBC’s financial resources as well as their missionary force of potential missional core group.

The Church Plant Team (CPT) is the key decision making component in the church planting process. The CPT consists of all Church Planter Coaches and other advisors that assist our new churches with the goal of developing self-sustaining, autonomous, reproductive churches. The coach’s role in the church plant is to supervise the progress and execution of the church planter and his elder team’s annual Ministry Plan and provide coaching to elevate the “winning behaviors: as described in the Seven Characteristics of a Missional Church (7 CMC’s). This manual outlines a coaching model to effectively supervise and coach a church in the HCBC system.

The goal of a church plant coach is to help the church move from “Church Plant” status to “Church” status. The desire is to achieve Church status so that they can become a high capacity reproducing church with maturity of leadership and a strong foundation. A Church Plant becomes a Church upon the approval of the mother church, when it has at least two staff members, five elders, 200 average adult worship or missional community attendance, 2% of budget given to church planting, 8% budgeted to missions, and a five year city reaching/church planting plan.

Initially HCBC used the “Hive” church planting model that focuses on sending a large group of families (50-75 families) into a new geography with HCBC DNA/background. After planting a number of solid, sizable churches with this model, they found that the model was unsustainable in terms of rapid multiplication. In addition, this model tends to focus on the “Modality rather than the Sodality” – the Ministry rather than the Mission -- building ministry programs for the already convinced rather than living with the central sense of being sent to evangelize a new community. While funding for the hive provides security, historically there is a low conversion growth rate.

By shifting to a leaner, meaner, more demanding, missional model of church planting and providing a residency for new church planters, the emphasis shifts to gathering people from the harvest instead of sending so many from the planting church, certainly a slower strategy, yet focusing on the Sodalic, missionary side of the equation. The Missional Model also appreciates the reality that in the city there are a broad variety of people groups many of whom have a
significant disconnect culturally and socially from middle class, white suburbanites.

Within this new reality, the need for coaching becomes a huge success factor. The effective coach becomes the effective manager of expectations. In fact, according to Ed Stetzer’s research on Church Plant Survivability, if the expectations of the church plant meet the reality of the church planting experience, the chance of survivability increases by over 400 percent.
I. WHAT IS CHURCH PLANTER COACHING?

No one is ever meant to do God’s work alone, especially church planters! Having a good coach is a key ingredient in helping a church planter develop as a leader and receive the wise counsel he needs to lead his church well! “As iron sharpens iron, so one man sharpens another.” Proverbs 27:17

A good coach will help the church planter—and his elders—foresee the obstacles, twists and turns ahead. Coaching is about building a relationship with the planter and his elders, helping them stay on task with their ministry plan, sharing wisdom and insight, and being someone with experience to help solve problems!

The best biblical example of a coach is Joseph from Cypress. Acts 4:36 says that Joseph was such a good coach that the apostles called him Barnabas, which means “son of encouragement” or “one called alongside to help.” He was a glad, encouraging, good man, full of the Holy Spirit and faith, effective in evangelism. Interestingly, the Japanese word for coaching is “barnabalistic.” Barnabas enabled the ministry of others. He saw the potential in Paul before the apostles and helped position him for ministry (Acts 9:27). He was with Paul in the good times (Acts 13:2) and the bad (Acts 13:50). He raised him higher than himself: “Barnabas and Saul” (Acts 11:26) became “Paul and Barnabas” (Acts 13:50). Barnabas is a model for biblical coaching. 2

Ephesians 4:12 challenges us to equip the saints for the work of ministry. Church Planter Coaches help equip church planters for the work of ministry by helping them grow personally and make a valuable contribution to the kingdom of God. Good coaches maintain a balance between coaching up personal growth and coaching up ministry performance. Too much emphasis on personal growth can allow a team to get myopic, introspective. Too much emphasis on ministry performance leads to burnout. God is concerned with both our growth and our ministry. 3

Becoming a coach for church planters is learning to set up relationships that provide the exact kind of support a leader needs to succeed in this difficult venture. Our coaches need to help our planters think, stretch themselves, take responsibility and get done what needs to be done. In our context, coaches will hold our church planters accountable for setting realistic goals, measuring progress, and challenging them to follow through with what they committed to doing.

Coaches are many things, but the essence of coaching is believing in people. Nothing is more empowering than to have someone who has your back. This causes us to reach higher and accomplish greater things than what we can become alone. Resilience is a vital characteristic in the life of a church planter. Having a good church planting coach helps the church planter

3 Ibid.
persist even through the most difficult of times.  

This is an opportunity to make a greater contribution to the Kingdom of God through coaching, the hands-on process of helping others succeed in ministry. A general knowledge of church planting within the HCBC context is important, but it is not necessary for you to feel pressured to become an expert. In fact, it’s probably better that the coaches not try to become the expert. Experts tend to tell a person how to do something.  

The role of a coach in our context is to help the church planter develop his own goals based on his own God given calling and vision for a new church. While part of the expectation for coaches is to monitor monthly and quarterly progress, the larger role is to assist the church planter in discovering the unique design of the church God has placed on his heart and help raise his leadership capacity over time. HCBC Church Planter Coaches will be mature men (initially former elders) who can motivate out of relationship rather than position. These coaches will influence far more out of the character of their lives instead of any particular skill or expertise.

Coaches with a strong level of expertise have a tendency to overuse it and lessen the value of their coaching. Great coaches coax the best out of the church planter by diagnosing what the church planter needs and applying the right coaching style to a particular coaching situation.

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4 Tony Stoltzfus, Leadership Coaching, Self Published, 2005, p. 7.
5 Ibid. p. 43.
II. IF IT’S WORTH DOING, IT’S WORTH MEASURING

Every church has a unique environment all it’s own. Pastor Tim Hawks likes to say, “If it’s worth doing, it’s worth measuring.” This value of measuring success creates a sense of high expectations and accountability for every ministry area. In the church planting ministry the Church Plant Team (CPT) is the key decision making component in the HCBC church planting process. The CPT consists of the CPTC Director, all Church Planter Coaches and other advisors that assist our new churches with the goal of developing self-sustaining, autonomous, reproductive churches. The coach’s role in the church plant is to supervise the progress and execution of the church planter and his elder team’s annual Ministry Plan and provide coaching to elevate the “winning behaviors” as described in the Seven Characteristics of a Missional Church (7 CMCs). This manual outlines a coaching model to effectively supervise and coach a church in the HCBCNW system.

As a church plant coach, your goal is to help the church move from Church Plant status to Church status. Achieving Church status is a sign of a high capacity reproducing church with maturity of leadership and a strong foundation.

THE FIVE BENCHMARKS

The Goal of the Benchmarks: Clearly Defining the “Win”

The CPTC has established an aggressive strategy for achieving sister status in the association for a number of reasons. First of all, the larger goal is for our churches to become prevailing, sustainable ministries in the city for the long haul. Secondly, for a church to become a multiplying church, it must hit the critical mass to sustain the initial “losses” of multiplying itself. Thirdly, conventional wisdom says that the growth patterns in the early years in the life of a church set its trajectory. Hence whatever happens in the first 3-4 years will generally determine what it will grow up to be. Finally, the sizable financial investment made in Hill Country Association churches assumes that we engage a high capacity leader who will develop a high capacity leadership team that will establish an aggressively gospel centered church committed to reducing the lostness in its geography.

There are many other indicators of church health, but we have benchmarked five non-negotiables that demonstrate the church will be around in twenty years, and has the likelihood of being a church planting church in its own right.

Benchmark I: Average Weekly Adult Attendance of 200

Malcolm Gladwell defines a sociological phenomenon he calls a tipping point that occurs when a movement becomes viral. We believe a church can become viral when it reaches a “tipping point” of well-aligned gospel centered people that can independently support its mission with both financial and people resources. At 200—either in worship attendance or weekly involvement in missional communities, a church possesses the critical mass to sustain significant
losses without devastating consequences. 6

**Benchmark II: Five Elders**
Growing the elder board is a reflection of three significant developments. First, the church has demonstrated a commitment to honor the critical office of the elder; second, the church has demonstrated the capacity to raise up disciple making leaders, and third, the church is growing a leadership culture that ensures the ongoing spiritual leadership of the congregation. According to Stetzer’s research on Church Plant Survivability, a church increases its odds of surviving by 250% when it has intentional leadership development training.

**Benchmark III: One Additional Pastoral Staff**
With the addition of staff the church’s leadership has demonstrated the capacity to embrace the sociological realities of the multiple staff required of a larger, more complex community. Another indicator of having created a leadership culture, the added staff of equippers further augments the survivability case.

**Benchmark IV: Giving 10% to Mission**
Giving demonstrates two crucial indicators: First, a giving church is a financially free church capable of living within its means. Second, it is a reflection of a true commitment to mission, the first indicator of a core value for living out the reality of becoming a church planting church.

**Benchmark V: A Five-year Community-Reaching/Church Planting Plan**
The five year plan reflects intentionality about the commitment to reaching every man, woman and child in greater Austin, and an understanding that no single church, however vibrant or growing it may be, can reach the city by itself. Our city needs hundreds of gospel centered churches in order to see its vision become a reality, and without intentional plans, the vision is nothing more than a pipe dream.

Table 2.1 makes note of the annual benchmarks a church plant pastor and team must reach in order to obtain sister status within 3-4 years. This is an aggressive growth rate expectation. We hope that most of our churches can obtain these goals within a four-year period. It is helpful for our coaches and church planters to see these goals in detail so that they can intentionally set their own benchmarks that fit their context. Each goal within a ministry area relates to the greater goal of reaching “church” status. Growing from Church Plant to Church is synonymous with becoming a healthy, growing, sustainable church.

*NOTE:* The benchmarks do not guarantee success; they are our way of defining a sustainable, church planting church. The 7 CMCs describe the behaviors of successful churches.

*See Appendix VII; page 54*
### Table 2.1
**Church Plant Benchmarks for Sister Church Status Within 3 to 4 Years**

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Years 3-4</th>
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<tr>
<td><strong>Average Sunday Attendance</strong></td>
<td>67</td>
<td>120</td>
<td>200</td>
</tr>
<tr>
<td><strong>Average Attendance in SG</strong></td>
<td>70%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>New Ministry Leaders</strong></td>
<td>10:1</td>
<td>10:1</td>
<td>10:1</td>
</tr>
<tr>
<td><strong>Elders</strong></td>
<td>3</td>
<td>+1</td>
<td>+1</td>
</tr>
<tr>
<td><strong>Disciplemakers</strong></td>
<td>10:1</td>
<td>10:1</td>
<td>10:1</td>
</tr>
<tr>
<td><strong>Members/Regular Attenders</strong></td>
<td>20%</td>
<td>35%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Serving in Ministry</strong></td>
<td>2:1</td>
<td>2:1</td>
<td>2:1</td>
</tr>
<tr>
<td><strong>Conversion Growth Rate</strong></td>
<td>10:1</td>
<td>10:1</td>
<td>10:1</td>
</tr>
<tr>
<td><strong>Additional Staff</strong></td>
<td>0</td>
<td>+.5</td>
<td>+1</td>
</tr>
<tr>
<td><strong>Giving (Missions/Church Planting)</strong></td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Church Planting Plan</strong></td>
<td>-</td>
<td>-</td>
<td>CPT approval</td>
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* Denotes the five benchmarks that must be achieved to go from Church Plant to Church status.

### Missional Scorecard: Defining Reality in Terms of Mission

In 2004, Dr. Bill Day conducted a fascinating study of plateauing churches in the United States. As he fine-tuned the data of this five-year study he came to a shocking conclusion. Of the 13,000 churches that were considered “growing,” 1,400 of them had not baptized one person. Some churches that were considered growing needed 1,400 members to baptize one member. By adding the criterion that 25% of the growth had to be conversion growth only 11 percent of the 13,000 churches surveyed could be considered a healthy growing church.  

This study illustrates the need for Hill Country Church Plants to clearly define the win in terms of reducing lostness, not adding attendees. We must measure the right things. The question should be: 1) what is our cost per convert? (Total budget divided by number of converts) and 2) what is our conversion growth rate? (Ratio of converts per 10 members/regular attenders.)

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1 “Proposed New Definitions for Growing, Plateaued, and Declining Churches in the SBC”, a presentation at the annual meeting of the Southern Baptist Research Fellowship in Atlanta, GA, September 23, 2004, by Bill Day Ph.D., NOBTS
III. ESSENTIALS OF EFFECTIVE COACHING

Every journey begins with a good map. Coaching is no different. Coaches need an easy framework that helps them understand what needs to be accomplished in the coaching process. One reason coaching is so powerful is that it brings structure to the process of thinking, planning, decision making and action steps involved in leading a church start. Instead of talking about a person’s needs, you are systematically walking through a framework that forces the leader to clarify an objective, explore new options, make firm decisions and become accountable to act on those choices. Simply stated, coaches help leaders take responsibility for their lives and act to maximize their own potential.

The coaching process consists of four components. Coaching relationships need to move through each phase and accomplish the necessary outcomes in order to be optimally effective. Remember, you will use the four coaching session steps in every appointment you have with a church planter. The four steps relate directly to the four components of the coaching process.

THE FOUR COMPONENTS:

1. Rapport
   Establish the Coaching Relationship

2. Report
   Review the Ministry Plan

3. Re-evaluate
   Challenge the Leadership Phase

4. Reload
   Agree upon Action Steps
RAPPORT: ESTABLISH THE RELATIONSHIP

In this initial phase, the coach’s focus is on establishing a relational foundation for the coaching relationship. Developing the relational bond is vital to every coaching relationship; it sets the stage for the next phases. Coaching at its core is about trust, connection, support, and understanding. In initial sessions it is essential to spend more time connecting with the planter. 90% of the people who have the deepest impact on us are those we know at a personal level. A good practice is to begin the conversation with a significant, open question that leaves room for the church planter to voice whatever is on his mind.

Building rapport is at its core, creating a connection that transcends the “supervisory” vibe that most senior leaders resist and resent. Rapport is finding common ground, identifying when him, knowing the planter on a personal level. What is his wife’s name? His kids? What are his interests and hobbies? What is his personality profile? What are his passions? Where did he grow up? As the old adage goes, “people don’t care what you know until they know you care.”

You know you have built a trust relationship when a person stops posturing and will disclose what he perceives to be uncomfortable, if not damaging information about his work. Trust is based on predictability and consistency, acceptance without over reaction.

Rapport and trust are the relational evidence that you truly care for the pastor, his new church, his people, and the hope of furthering the Kingdom.

Assessing how well the Coach and Planter “fit” together in this collaborative relationship is very valuable. Determining compatibility in the vision, values, philosophy of ministry, behavioral styles, etc. is important for establishing a healthy coaching relationship. Most mistakes that occur early in the coaching process begin here. Making assumptions based on little information, wrong information, or inference can cause conflict and distrust.

Knowing each other’s behavioral style is a valuable component of the relationship. Understanding this can bring clarity to adjustments that need to be made relationally. Taking a DISC Inventory can do an accurate assessment of these behavioral styles. Inventories such as these are best administered early in the coaching process. Understanding Behavioral Styles is part of the Essentials for Church Planters training at HCBC.

During the first coaching session, discuss ways to relate and communicate given your behavioral styles. Remember that the strengths of each profile are accompanied by liabilities that may require you to adapt your style. For example, high D’s need to see results, but may overlook details. High C’s can get bogged down in the details and may need to be reminded of the big picture. High I’s may have a clear picture of the vision, but need help creating practical action steps. The high S leader needs extra attention to the personal relationship with the coach. Laying the groundwork for strong communication will have positive repercussions through-
out the coaching process.  

Remember, you have a limited amount of time for this session and it’s easy to just chat about the planter’s family, an incident in the community, etc. If you are working with the planter for an hour then these areas need to be covered in fifteen minutes. If your sessions are ninety minutes, two hours, etc. adapt accordingly.

**The Church Planter/Coach Evaluation Tool** is an effective aid in evaluating the compatibility of the CP Coach and church planter relationship. The purpose of this tool is to give the coach, the church planter and elders, and the Church Plant Team a clear picture of how well the coaching relationship is working. This tool results in one of three potential interactions:

1. Continuation and encouragement of coaching relationship
2. Mid-stream adjustment and retraining of the coach
3. Possible replacement of the coach or re-evaluation of the church planter, or both by the Church Plant Team.  

Establishing the Relationship also means establishing clearly the expectations of the relationship. The accountability that the coach and planter agree upon should address the frequency, content, and duration of the coaching relationship. The task of the coach is to uphold the **Expectations Covenant** that is designed during the residency with the Director of Church Planting. In conjunction with the **Expectations Covenant**, developing a **Learning Contract** can help the coach direct the CP toward short to long-term learning experiences that will help him develop competency in areas that need growth.

It is essential that the coach use the **Session Prep Form** and **Monthly Progress Summary**. These reports are designed from the common elements of the ministry plan. At least one time a month the coaching session should review the church planter’s Monthly Progress based upon the **Ministry Plan**.

Three key points should be determined regarding the scheduling of coaching appointments: how often you meet, when will you meet, and how long will the appointments last. These decisions should be made according to the nature of the action plan and the needs of the church planter.

The content of the coaching appointments should be discussed, reaching a mutual agreement on what will be covered in each session. The planter will need to complete the **Session Prep Form** and the **Monthly Progress Summary** and bring them to the coaching session. The coach determines the deadline for when this form is to be completed and submitted to the coach. This document will help the coach and planter approach the coaching session with similar agendas.

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7 Bob Logan & Gary Reinecke, Developing Coaching Skills Workbook, p. 10.
8 J. Allen Thompson, p. 117.
REPORT: REVIEW THE MINISTRY PLAN

The next part of the coaching process focuses on the situation at hand. Attention is focused on gaining a clear understanding current reality in the context of tangible results rather than anecdotal stories. It is necessary in this phase to review the church planter’s functional ministry plan and his previous month’s commitments.

The Initial Ministry Plan resembles a business plan: (1) a compelling statement of vision and mission. (2) Location and demographic research of your planting area. 3) Based upon the mission focus group, what is the Ministry Design/Approach? (4) General summation of your launch team, elders, leaders. (4) A forecasted time line of development and implementation including the number of people you hope to have in worship at the 6 month, year, 2 year, 3 year intervals. (5) A Cash flow budget along with any necessary fundraising strategies. Ministry Plan development is central to the Essentials training during the church planter residency.

Functional Ministry Plans look more like the HCBC Ministry Action Plans. Once the plant gets into a rhythm, there should be less guessing, and more tactical planning based upon reality. (See appendix for Ministry Plan Template).

The Functional Ministry Plan is comprised of three Categories:

1) Gospel Life Development Stages – buckets where you place everyone in your ministry (Example: Antagonist to Curious to Convert to Disciple to Disciple maker to Leader);

2) Ministry Design Components – Gatherings, Events, Structure, Content, Curriculum, Scope and Sequence. The Ministry Design should reflect your plan to move people to take the next step in Spiritual Formation.

3) Ministry Outcomes – What happens as a result of our Ministry Design and corporate activity. Ministry outcomes are measured against what goals are set. Each month there should be progress towards these goals. For example: How did the outreach event go? How many people attended? How many new people were there? What is the follow up plan? What was the overall win? What adjustments need to be made? What would we keep, change, discard?

The functional ministry plan is meant to be a flexible planning document that is regularly amended to fit current reality. It should not be a “report prepared for a supervisory meeting” but a tool the Church Plant us leveraging regularly to lead their people with. The Monthly Progress Summary (see appendix) begins with a statistical snapshot of the past month. The rest of the document supports the way the Church Plant is documenting their progress toward the desired Ministry Outcomes.

Doing a quick overview of the planter’s work is a great way to make sure you don’t spend all your time discussing one item and run out of time for the others. This is the time that the coach would review the Monthly Progress Report with the Planter. The progress report should
include a brief, three to five minute overview of the action steps from the last session. The Session Prep Form (see appendix) is extremely useful so that you can focus the agenda strategically to meet yours and the planter’s expectations.

One of the first tasks of a coaching conversation is deciding what you are going to talk about. A lot of times coaches will meander around a number of areas before settling into a meaningful topic. In our system, the agenda comes mostly from the church planter’s Ministry Plan and the Monthly Progress Summary. Using the Ministry Plan and evaluating your metrics, you can set a meaningful agenda to help the CP define the problem that needs attention.

At the heart of every session’s agenda is identifying the root of the problem(s). As you listen carefully to the church planter unpack the difficulties of church planting it is important to clearly define the coaching objectives and problems that the CP is facing.

One of the pitfalls that many coaches face is the “arrogance of diagnosis.” Coaches that choose to infer meaning too early in the coaching process soon realize that this arrogance has cost them and the Church Planter by prematurely defining an agenda to follow. This type of “selective listening” leans toward listening for facts that will affirm a coach’s initial diagnosis. It’s crucial that a coach listen without formulating an idea of what the problem is or a possible solution too early. Once a coach forms a premature solution he listens less to the church planter’s issues and looks for confirmation of his pre-existing conclusions. There is arrogance in someone who believes he can discern a person’s heart and situation in a short time. The coach’s job is to focus the conversation and guide it toward action. 9

Part of effective church planter coaching is earning the right to be heard. It’s way too easy to offer sage advice based on personal experience. When a Church Planter’s world is falling apart and Sunday comes again with increasing regularity, it is effective listening that will show the Church Planter that you care and believe in him. Becoming a great church planter Coach requires developing the extraordinary ability to listen. The art of listening well often leads the CP to process and prayerfully create solutions for themselves.

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9 Tony Stoltzfus, p. 113.
One of the most important roles of a church planter coach is to help the planter grow in his leadership capacity. This part of the coaching process is a time to challenge the leader to “raise the lid” of his leadership capacity and provide resources to aid him.

It would be a common thought that the goal of coaching church planters is to help them learn church planting skills and hold them accountable for reaching their short and long term goals. Both of these ideas are a part of coaching church planters but are not necessarily the essential goal of this process. Instead, good coaches help raise the leadership capacity of the planter by facilitating a new awareness of leadership growth areas and provoking insight into areas of weakness where the planter needs to stretch himself.

In The 21 Irrefutable Laws of Leadership by John Maxwell, the first law of leadership is the “law of the lid.” There is a lid on a person’s leadership ability and this lid determines his level of effectiveness. The lower a person’s ability to lead, the lower the lid on his leadership ability, and the lower his effectiveness. On the contrary, the higher the leadership ability, the greater the effectiveness. Your leadership ability always determines your effectiveness. 10

Thus, for a church planting pastor, his leadership capacity determines the effectiveness of his new church. If his leadership is strong, his lid is high and his church functions well. But if his leadership is weak, then the church is limited. 2 Timothy 2:1, 2 suggests that we must grow as leaders. In his book Spiritual Leadership, Henry Blackaby reminds us “the best thing leaders can do for their organization is to grow personally.” 11

Again, The Law of the Lid is how a person’s leadership ability determines a person’s level of effectiveness. The lid on your leadership must be raised to increase your leadership ability and influence.

A church planter coach plays an especially critical role in the first year. The coach provides resources in the form of accountability, pinpointing needs, and making mid-course corrections. The coach should help the leader maintain a clear focus of the vision while giving attention to the details. A primary task of the coach is strategizing to maximize the time, giftedness, and available resources.

The goal for every Church Plant pastor and team in the HCBC NW system should be to achieve Church status in 3-4 years. For a church planter to accomplish this he must grow in his leadership capacity in the following general areas:

Skills - The skills needed to start a church in first phase are different than those needed for phase two and three. If the planter’s skill set does not evolve with every phase, he will be hard

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pressed to see progress toward becoming a sister church. For example, if the church planter does not grow in his ability to delegate tasks and share responsibility he will not be able to deal with the complexity of a growing church. (For more information on the skills needed to plant a church read “The Profile of a Church Planter” by Glenn Smith in the Appendix.)

**Mindset** - The church planter’s mindset must change from leading himself to being a leader of others. As the complexities of church systems increase, the CP must learn to challenge his own mindset about the best way to lead his new church. In the book Mindset by Dr. Carol Zweck, she defines a mindset as set of beliefs—beliefs about your abilities, gifting, intelligence, and personality. Are these qualities simply fixed traits, carved in stone and that’s that? Or are they things you can cultivate throughout your life?

People with a fixed mindset believe that their traits are just givens. They have a certain amount of brains and talent and nothing can change that. So people in this mindset worry about their traits and how adequate they are. People with a growth mindset, on the other hand, see their qualities as things that can be developed through their dedication and effort. They understand that no one has ever accomplished great things without years of passionate practice and learning. 12

As the old saying goes, “If you keep doing what you are doing, you’ll keep getting what you are getting.” Too often church planters will get stuck in a fixed mindset when the complexities of the church become too challenging and the pressure of problem solving increases month after month. Their limited mindset won’t allow for the innovation that a growing church demands of its leadership. This is why a phase II or phase III church planter cannot continue to approach leading his church the same way as he did in his first phase.

**Time usage** – As the planter’s skills and mindset change, how he chooses to allocate his time must change. Every year, as his church grows, he has to choose to use his time carefully and choose the right areas to focus his energies. 13

A key goal in coaching is to help the planter understand that he must heighten his awareness in these three areas. Church planting requires an understanding that while he may have a varied and successful ministry career, he has never planted a church before.

While past experiences always help us succeed in new ventures, one of the hardest things that a church planter must do is remember that as he develops his missional core and prepares to launch his new church “his old job is not his new job.” In other words, too many church planters rely on the same behaviors that have always helped them to succeed throughout their ministry career. In a new church, the planter must understand that his previous mindset, skills, and time management will often not be the key to a successful church plant. Successful church planters learn quickly that always playing to their strengths will not guarantee success.

For example, let’s say that a church planter’s strength and fulfillment comes through preaching.

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So his preference would be investing many hours of his week in sermon preparation rather than invest significant energy and time in developing evangelistic relationships. However, for him to succeed in this new role, he must shift his mindset toward consistent evangelistic behavior, upgrade his skills in initiating spiritual conversations, and alter the amount of time he would invest in sermon preparation, his preference, and direct that time toward evangelism.

The job of the effective coach is to call out the behavior patterns; time use and skill set that need to be adjusted.

It doesn’t end here. Every phase the church planter needs to evaluate how he needs to adjust in these three areas. Again the mindset, skills, and time usage that assisted him in succeeding (or failing) in the first phase will need to be altered. For example, in the first phase the church planter needs to be the consummate catalyst of evangelistic activity, equipping his missional core to carry this work forward. In the second phase, his focus may need to shift to developing discipleship and assimilation systems. Again his mindset must shift to developing disciple makers; his behaviors and time allotment need to go toward leader and team development to meet the needs of a growing church.
One common denominator of all great church planters is a bias toward action. A church planter cannot wait for something to happen. He always has to be thinking about the next action step. In the coaching process it is vital to ask, “Where do you want to go from here?” One of the key coaching tasks is gaining a sense of direction after bringing all of the parallel issues together. It’s important that you take any actions from your prior session that may require follow up steps and discuss them. Note any new or continuing action steps. Then revisit the overall coaching goals and focus on what needs to be done to keep moving forward.

**Action Steps: Possibilities – Commitments -- Actions**

The end result of a coaching conversation is a set of action steps that create tangible process toward the goal. If you aren’t creating action steps, you aren’t coaching. When converting options into action steps, move from possibilities to decisions to committed actions using this model.

**Encourage Progress**

Taking time to celebrate progress is a valuable part of the coaching relationship. The coach provides opportunity to assess, gain insight, and learn from the process. Collective wisdom is gained from the experience. After the planter has implemented an action plan an evaluation is essential.

Evaluation occurs on two levels. First, the action plan is evaluated checking for progress towards the completion of goals. Second, the coaching relationship is evaluated to determine if expectations have been achieved.

**Mid-course corrections**

Determining when mid-course corrections are needed should be considered a prime task of a coach. Mid-course corrections should be considered when the action plan is failing to achieve its intended purpose. This is the time to help the planter process and/or design alternative approaches.
### LEADERSHIP ADJUSTMENTS (TABLE 4.1)

<table>
<thead>
<tr>
<th>PHASE</th>
<th>Mindset</th>
<th>Focus Skills</th>
<th>Time Allotment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>Evangelist</td>
<td>Relationship Building, Gathering/Equipping, Gospel Fervor, Leadership Dev, Model Ministry</td>
<td>A significant % of time each day must be connected to evangelism and outreach</td>
</tr>
<tr>
<td>Phase 2</td>
<td>Disciple Maker</td>
<td>ID Disciples, Invest in Disciples, Define Curriculum, Model Ministry, Leadership Dev</td>
<td>A significant % of time each day must be connected to disciple making.</td>
</tr>
<tr>
<td>Phase 3</td>
<td>Leader of Leaders</td>
<td>Organizing, Delegation, Leadership Dev, Laity owning Ministry, Modeling/Equipping</td>
<td>A significant portion of your day must center around leading others to do the work of ministry.</td>
</tr>
</tbody>
</table>

![Phase Diagram](image-url)
THE LEADERSHIP ADJUSTMENTS OF JESUS IN THE GOSPELS

Another way to illustrate leadership style adjustment is to look at Jesus’ investment of time in the lives of people changed over the life of his ministry. His three fold ministry of teaching, preaching, and healing was targeted at the multitudes of people. (Matthew 4, Mark 3, Luke 5, John 6) Over time his focus shifted to investing in and developing twelve key leaders (Matthew 10, Mark 14, Luke 22, John 6) . And then there were the few that he chose to invest in the most. (Matthew 17, Mark 9, Luke 9).

INITIAL TIME INVESTMENT

CURRENT TIME INVESTMENT

Phase 1
Phase 2
IV. THE FOUR STEPS OF EVERY COACHING SESSION

In the simplest terms, the Church Planter Coach will need to cover these four coaching session steps in every coaching appointment. The coaching process had been expanded in great detail. Now it’s time to act! With the tools at your disposal in the appendices you must carry out these four basic steps. You’ll need the Session Prep Form, and the Monthly Progress Summary to help you prepare and facilitate every coaching session.

Step 1: Rapport – “What is going on in your personal life?”

A good practice is to begin the conversation with a significant, open question that leaves room for the church planter to voice whatever is on his mind. While your primary role is to monitor the progress of the church planter, remember that coaching is a relationship built on trust.

Step 2: Report – “How did your ministry perform against your plan?”

Report should cover three areas: 1) Last month’s Action Items, 2) This Month’s Plan, 3) Next Month’s Action Items. Have the church planter debrief you on their progress using the Monthly Progress Summary Report. This report tracks their monthly progress in 7 key areas: Leadership Development, Discipleship, Members/Regular Attenders, Group Life, Serving in Ministry, Conversions/Assimilation, and Giving. It also asks the church planter to communicate what they consider their biggest win; biggest challenge and lessons learned since your last coaching session. The last page of this report asks for a rundown on their Monthly Ministry Plan Checkpoints – what they intend to accomplish according to their ministry plan in the coming month.

Step 3: Re-evaluate – “What adjustments need to be made in your leadership?”

Clarify the goals the church planter has set in the Ministry Plan and focus on what needs to be done to keep moving forward. Ask if there needs to be some adjustments in the planter’s leadership capacities, time use or mindset in order to make progress and break through any barriers that are presenting themselves. Using a conversational coaching model such as GROW to work through the coaching agenda and develop a new set of action items.

Step 4: Re-load – “What do you see as your most important action items for the next month?”

Go back over the action steps you’ve agreed on in the session so you are both clear about what will be accomplished before the next coaching session. The coach creates a list of action items after each appointment and emails them to the church planter. This practice ensures that the church planter is taking notes and that there is agreement upon what action steps will be taken.
We conclude with where we began: The Gospel changes everything. We love our city, and want it to be changed by the Gospel of Jesus Christ. It is the job of every coach to have clearly in his mind what the win is. No coach in any endeavor would dare attempt to coach anything, whether it were his son’s T-ball team or an NFL team, without clearly understanding what the goal is, and what the rules of engagement are. Our goal is crystal clear:

“That every man, woman, and child in Greater Austin has the chance to experience the life-changing reality of Jesus Christ because they hear the Gospel from the lips of someone at a Hill Country Bible Church.”

The ultimate goal of our coaching is to equip a church planter and his leaders with the skills, mindset and capacities to lead their church plant to become a sustainable, prevailing church planting church...so that every man, woman and child might hear the Gospel.
APPENDICES

APPENDIX A | MINISTRY ROLE DESCRIPTION
HCBC Church Plant Training Center -- Church Planter Coach

QUALIFICATIONS

» Passionate commitment to our vision: that every man, woman and child in greater Austin has the chance to experience the life changing reality of Jesus Christ, because they hear the gospel from the lips of someone from a Hill Country Bible Church.

» Proactive member of the HCBC church planting team and demonstrates our core values of teamwork, passion, integrity, excellence and innovation.

» Coaches that are trained in the HCBC coaching system and competent to mentor, coach and hold planters and their board accountable for their ministry plan.

» Preferably a non-sitting elder with a heart for church planting and a capacity to mentor, coach, and do ministry review.

KEY WINNING OUTCOMES

» The Church Plant achieves AHCC Church Status in 3-4 years as we implement the Coaching Strategy that assists the new church’s leadership team to succeed in implementing their Ministry Plan.

» Church Planters are growing spiritually -- and as a leader -- as they are coached to adapt their mindset, skills and time use to fit the leadership demands of the ministry at each developmental phase in the life of the church.

» Coaches are consistently collaborating with the larger Church Plant Team about the progress and challenges of their church planter.

» Coaches are collaborating as part of the CPTC in managing the annual process of Communicating, Recruiting, Assessing, and Resourcing church planters.

MAJOR RESPONSIBILITIES AND ACTIVITIES

1. Church Planter Coaches report to the Director of Church Planting and are directly responsible to the Executive Team.

2. Coaches are to assume general supervision over their assigned church planters, giving guidance, directives, and referrals as necessary. They are to affirm the values of the CPTC, including concern for the church planter’s personal and family well-being.

3. Coaches are expected to meet and consult regularly with their appointees. Assigned early in the Residency, coaches are expected to meet with their church plant leaders at least once a month face-to-face and utilize the Monthly Progress Summary to direct the coaching session. Additionally coaches will consult over the telephone at least once a month.

4. Total time commitment will be 4-5 hours per month. The time commitment includes one monthly 1 ½-2 hour Church Plant Team meeting, one monthly 1 ½ hour coaching session, a weekly follow-up phone conversation in the first six months of the plant, and one onsite...
new church visit every six months. In addition, CP Team members could be asked to participate in the annual Church Planter’s Assessment weekend.

5. As part of the church plant team, coaches will be involved in making recommendations for evaluating a planter’s progress in the Residency, approving Target Area, Budget and Ministry Plan as a church plant progresses.

6. Coaches are to represent the CPTC periodically at church plant elder meetings and other functions as agreed upon by the CPTC Team.

7. Coaches are to advise the Director of Church Planting of observations related to the overall church planting ministry and participate in recruitment and vision-casting. They are to support and encourage each other, the executive team, and members of the Elder Board.

8. Coaches will be reimbursed for expenses related to their coaching.
APPENDIX B | SESSION PREP FORM

An easy way to add value to your coaching sessions is to use a session prep form. It’s a simple set of questions the church planter journals on before a session to summarize what’s happened since the last coaching appointment. There are several benefits to using a prep form:

» You don’t have to take time in your session for a progress report.
» You have time to digest what is happening in the planter’s life before you meet.
» It provides additional structure for the church planter to remember and report on steps.
» The planter does some structured reflection about the session beforehand and comes prepared.

If it would help you to create a personalized session prep form, just pick a question from each category and place them in an order that suits you best.

Accomplishments/Celebration
» “What have I accomplished since our last session?”
» “What are my wins or victories since we last met?”
» “What am I thankful for this week?”

Challenges
» “What challenges am I facing now?”
» “What’s going on in my life right now that I want to talk to my coach about?”
» “What obstacles have I run into since we last met that I want to trouble shoot?”

Accountability
» “Briefly list your progress on each of your action items.”
» “What did I not get done, but want to held accountable for.”
» “What tasks have I completed or made progress on? Where did I get stuck?”

Outcomes
» “What do I need to focus on today to keep moving toward my goal?”
» “How do I want to use my coach today?”
» “What do I want to get out of this session?” 14

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FOR COACHES – COACHING SESSION PREPARATION PLANNER

Planter: ________________________________  Date:_______________________________

To get the most out of each coaching session, take a quiet moment to consider how you want to use your time with the planter in the next session.

REVIEW:

» Review last month’s Monthly Report Summary
» Review Ministry Plan top 3-4 objectives
» Review the items the planter committed to from last month and make sure to ask questions about his progress toward those things.

KEY QUESTIONS:

1. RAPPORT: What are the biggest personal or professional concerns you are facing right now? (family, finances, ministry)

2. REPORT: What have you accomplished since our last appointment?
   » Ministry Plan Accomplishments
   » Top 3 Objectives
   » Last Months commitments

3. RE-EVALUATE: What breakthroughs, insights, or changes in mindset have you had -- or think you need to make -- since our last session?

4. RE-LOAD: What are your top priorities for the next 30 days?

ACTION ITEMS FOR COACH TO FOLLOW UP ON:
FOR PLANTER – COACHING SESSION PREPARATION PLANNER

Planter:_____________________________ Date:_____________________________

To get the most out of each coaching session, take a quiet moment to consider how you want to use your time in the next session.

REVIEW:
» Review last month’s Monthly Report Summary
» Review Ministry Plan top 3-4 objectives for the next month
» Review any action items you committed to from last month and be prepared to report your progress toward those things.

KEY QUESTIONS:
1. What are the biggest personal or professional concerns you are facing right now? (family, finances, ministry)

2. What have you accomplished since our last appointment?
» Ministry Plan Accomplishments
» Top 3 Objectives
» Last Months commitments

3. What breakthroughs, insights, or changes in mindset have you had—or do you think you need to make—since our last session?

4. What are your top priorities for the next 30 days?

ACTION ITEMS FOR ME TO FOLLOW UP ON:
APPENDIX C | MINISTRY PLAN WORKSHEET

“And David shepherded them with integrity of heart, and with skillful hands he led them.” Psalm 78:72

I. GOSPEL LIFE DEVELOPMENT

“Know well the condition of your flocks, and give attention to your herds.” Proverbs 27:23

What are the sequential categories (buckets) that you want to help everyone identify with? As leaders, we are asking, “Who are you, where are you with the gospel, and what is your next step?”

Create a spreadsheet of all those involved in your ministry and add new pages monthly with new names and updated status of their GLD.

<table>
<thead>
<tr>
<th>Name</th>
<th>Antagonist</th>
<th>Seeker</th>
<th>Grace</th>
<th>Grounded</th>
<th>Growing</th>
<th>Disciple Maker</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>E1</td>
<td>E2</td>
<td>E3</td>
<td></td>
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</tbody>
</table>

II. MINISTRY DESIGN

“The body is a unit, though it is made up of many parts; and though all its parts are many, they form one body.” I Corinthians 12:12

These are the structural drivers of Gospel Life Development. The typical Ministry Design addresses seven core systems: Worship, Leadership Development, Membership (E&A), CM/SM, Facilities/Environment, Group Life, and Finances.

(For first-year planters, create a 120 Day Post Launch plan, and revise it every 120 days with the help of your elders and coach.)

» Ministries: Describe in 1-2 sentences your approach to each of the core ministries in your church. How will we do evangelism, how will we develop leaders, how will we do worship, how will we disciple people, How will we do CM/SM, Group Life? How is this approach distinctive to your Mission Focus Group?

» Meetings: weekly, monthly, special events. Describe the purpose of each meeting, and the frequency of meeting.

» Monthly Calendar of Events: What does a month look like for your “flock”? What are the rhythms you are establishing that will make disciples from your faith community? Outline the Monthly Rhythms for the year.
III. MINISTRY OUTCOMES

“Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master’s happiness!” Matthew 25:21

Think through what you want your Ministry Design to produce. At the end of the day, you want to ask, “Tactically, how are we planning to make the disciples, and how will we know”?

**SMART Goals** (Specific, Measurable, Achievable, Relevant, Time-specific)
Overarching annual goals, then broken into monthly increments.

**MAP – Ministry Action Plan:** This Action Plan is the monthly tactical plan for how you intend to execute to the goals. Evaluate your success based upon the goals. (Note the example MAP on the next page.)

I. Describe the Ministry Engine (Worship, CM, etc.)
II. Define “The Win” (Outcomes)
III. Determine the Steps in Executing the Project
   a. Recruit a team and train them
   b. Draft the Project steps
   c. Determine the timing and dependencies of steps
   d. Ensure availability of funds
   e. Assign responsibilities
   f. Anticipate problems and develop Plan B
   g. Determine how and when to track progress
   h. Celebrate the Win

Church Planting Church Benchmarks. You and your elders must constantly be tapping the gauges on the five benchmarks that move you from church plant to church planting church. The goal is for you to get there in 3-4 years. 1) Worship Attendance, 2) Elder/Leader Development, 3) City Reaching Plan, 4) Staffing, 5) Mission Giving.

Seven CMC’s – The Seven Characteristics of a Missional Church

These seven CMC’s are behaviors, and are difficult to measure, but they are the real drivers behind the outcomes you are looking for. As leaders you are looking for indicators of these behaviors.

» Reliance on God’s Word
» Anticipation of the empowering presence of God
» Passion for Reaching the Lost
» Strong Leadership Development
» Expanding Network of Small Groups
» Intentional Disciple making process
» Biblical stewardship
SEPTEMBER MINISTRY ACTION PLAN

SEPTEMBER GOALS

» 30 New E-1’s identified
» 10 New E-3’s
» Increase new attendees to worship by 5 per week (20 new att)
» Launch DWAP with five men
» Complete Message Series on Gospel of John
» Dog Fair – 350 participants, 10 sponsors, 75 new contacts
» 30 people involved in City Serve
» Add one new Small Group/Missional Community
» Volunteer Matrix at 85%

SEPTEMBER CALENDAR

» September 4 – City Serve on Seventh Street
» September 7 – DWAP
» September 9 – Dog Fair
» September 23 – Membership Seminar
» September 7, 14, 21, 28 – Message Series: Gospel of John

SEPTEMBER MAP (MINISTRY ACTION PLAN)

1. MINISTRY ENGINE: Membership
2. CHAMPION: John Doe
3. CURRENT REALITY: 15 Members
4. DELIVERABLE THIS MONTH: 12 attendees to Membership Seminar
5. CHALLENGES: not enough new guests at worship
6. ACTION STEPS:
   » Host a Membership Seminar
   » Promote it with a comm plan
   » Enlist a host
   » Enlist Refreshments
   » Phone every prospective member by
1. MINISTRY ENGINE: Evangelism
2. CHAMPION: Robert
3. CURRENT REALITY: 6 new converts ytd, CGR—10:1
4. DELIVERABLE THIS MONTH: 12 people trained in Gospel Narrative Teaching
5. CHALLENGES: fear of evangelism, I’m not setting the pace
6. ACTION STEPS:
   » Enlist trainees
   » Launch missional core prayer meeting
   » Distribute 3-2-1 Cards
   » Mobilize elders to all share the gospel 3x per week

1. MINISTRY ENGINE: Children’s Ministry
2. CHAMPION: Jane Doe
3. CURRENT REALITY: Ave Attendance of 27 children
4. DELIVERABLE THIS MONTH: 3 new volunteers
5. ACTION STEPS:
   » Promotion plan
   » Call Campaign completed by Sep 15
   » Train new volunteers by Sep 28
## APPENDIX D | MONTHLY PROGRESS REPORT

### MONTHLY PROGRESS SUMMARY

<table>
<thead>
<tr>
<th>Date: ___________________________</th>
<th>Date Launched: ___________________________</th>
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</table>

<table>
<thead>
<tr>
<th>Leadership Development</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>Quarter</th>
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</thead>
<tbody>
<tr>
<td>New Ministry Leaders</td>
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<tr>
<td>Elder Prospects</td>
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<tr>
<td># in DWAP or Equivalent</td>
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<tr>
<td>Discipleship</td>
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<tr>
<td>Discipleship Relationships</td>
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<tr>
<td>Members/Regular Attenders</td>
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<tr>
<td>Members (actual/goal)</td>
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<tr>
<td>Regular Attenders</td>
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<tr>
<td>New Members</td>
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<tr>
<td>Average Sunday Attendance</td>
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<td></td>
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<tr>
<td>Adults</td>
<td></td>
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<td>Students/Children</td>
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<td>Group Life</td>
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<td># Involved in Small Group</td>
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<tr>
<td>Serving in Ministry</td>
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<td>Percentage of M/RA</td>
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<tr>
<td>Conversions Actual/Goal</td>
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<tr>
<td>Monthly Budget/YTD</td>
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</tbody>
</table>
EVALUATION:

Biggest Win:

Biggest Challenge:

Lessons Learned:

SIGNATURES:

Lead Pastor: ___________________________ Date: _________________

Elder Chair: __________________________ Date: _________________

Church Planting Director: _________________ Date: _______________
What are the essential qualities necessary in the life of a church planter? When I say “essential” I literally mean essential! These are the non-negotiables, the personal characteristics that one needs in order to be able to spiritually lead any new church. These characteristics may be divided into three broad categories: 1) Self-Awareness, 2) Starting Skills, 3) Sustaining Skills.

**SELF-AWARENESS**

The first quality is *spiritual vitality*. Spiritual vitality has to do with one’s relationship with God. It is important for all people in spiritual leadership to have a vital relationship with God. But for church planters it is crucial! Why? Because church planters are embarking on a mission that is an enormous threat to our enemy Satan. Church planters are stepping into the front lines of intense battle. Satan will do everything possible to prevent the planting of new churches because he knows (to quote Peter Wagner) that church planting is the most effective method of evangelism under heaven. He knows that new churches are powerfully effective at moving people from the kingdom of darkness into the kingdom of light.

Do not be naïve. Church planting is a dangerous thing! Do not think for one minute that you will not be opposed in the spiritual realm! Every church planter I have ever known has encountered obstacles and struggles that were clearly initiated by our adversary, or they encountered unusual difficulties that provided exceptional opportunities for the evil one to do his work.

So how do you prepare? You must make sure that your relationship with God is intimate, that you are grounded in His Word, and that you are genuinely alive to Him. The practice of spiritual disciplines is foundational. A life of consistent prayer and an authentic walk of faith are non-negotiable. Sensitivity to the movement of God’s Spirit is a must. The church planter needs to be keenly aware of God’s presence within and around.

It is also important for planters to have an awareness of God’s power at work in their lives in the past. This lays a foundation for ongoing dependence and courage. They must be conquering any addictions such as workaholism, pornography, or rage. They must have an increasingly dynamic walk of faith, hope, and love. Spiritual vitality is critical when stepping into this type of spiritual battle.

The next quality is *personal mastery*. By personal mastery I mean that the church planter has a high degree of self awareness and emotional maturity, and as a result is a life-time learner. The planter must be aware of their strengths and weaknesses. They must know how to capitalize on their gifts and abilities, and they must know how to minimize the impact of their personal weaknesses and growth areas. They must also be devoted to ongoing development in impor-
tant areas of personal deficiency.

However, for this to be true, a church planter must have a high degree of emotional maturity. They must not be easily threatened or fearful of being honest with themselves and others. They must be comfortable with the fact that they have not arrived, but are on a journey of personal discovery and development. Peter Senge describes personal mastery as the discipline of personal growth and learning. He states, “People with high levels of personal mastery are continually expanding their ability to create the results in life they truly seek.”  

People who have a high degree of personal mastery are also aware of how others perceive them. How did they achieve self awareness and perception awareness? By inviting and reflecting on feedback. It has been said that feedback is the breakfast of champions. By listening and reflecting we become confident in our strengths and aware of our needs. This type of confidence is reflected in hope and courage without arrogance. Personal mastery enables us to receive constructive criticism and then benefit from it. It also enables us to freely affirm others and lift others up above ourselves.

The third quality is marriage and family readiness. Make no mistake about it; church planting will add stress to your marriage and family. It is important that you and your spouse have developed healthy ways to communicate openly and directly about the sensitive issues in your marital relationship, in your parenting, and in your personal finances. It is crucial that the spouse of the church planter be supportive of this new venture of faith. It is also important for the spouse to define what role they believe God is calling them to fulfill. No healthy person expects a church planter to have a perfect family. However, it is important that the planter be a model of family health and maturity.

It is not uncommon for the adversary to direct spiritual attacks at the family of the church planter. We must remember 1 John 4:4 which teaches us “greater is he who is in you than he who is in the world.” The natural stresses along with the spiritual challenges will expose weaknesses in the marriage and family. The church planter must be totally committed to his/her family and provide protection and care while tackling this dynamic new work. I do not believe that God will ever call us to sacrifice our family for the sake of ministry. However, I have seen God use the task of church planting to make families stronger. We must be clear on our priorities and be diligent to maintain a healthy balance between family and ministry.

The fourth quality is clarity of calling. Depending upon your theological tradition, you may see the issue of calling quite different than others. However, one thing is sure; you need to have a deep conviction that this is what God is leading you to do at this time.

In church planting you will be confronted with many unexpected challenges and disappointments. There will be times when you feel like the wheels are coming off. There will be times

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that you will likely feel discouraged and frustrated. There is a high probability that you will be hurt by some of the very people whom you trust and depend upon.

Without a clear sense of calling it will be easy to throw in the towel. Frankly, most church planters quit within 3 to 5 years. I’ve seen several quit after one year. Did God call them to something different that quickly? Did they walk away from a calling? In all likelihood, they did not have a deep conviction that this was something that they were divinely called to do. Without clarity of calling there will not be persevering leadership. Without persevering leadership there will not be a sustained, transformational work of God.  

These are the essential personal qualities: spiritual vitality, personal mastery, marriage and family readiness, and clarity of calling. Writing about personal qualities the Apostle Peter said “if you possess these qualities in increasing measure, they will keep you from being ineffective and unproductive in your knowledge of our Lord Jesus Christ.” The church planter needs to be pursuing and modeling these qualities in increasing measure.

**STARTING SKILLS**

Next we will look at the 4 Starting Skills that are vital in church planting, but may not be as critical in pastoring an existing or established church.

The first skill is **relationship building.** Church planters must be comfortable meeting new people and initiating conversations with strangers. They must enjoy people and regularly engage with them. One of the biggest challenges for planters is to gather their first 50 people. This requires that the planter be initiating with people and be building relational networks. Good conversational skills are extremely helpful here. The ability to listen and make others feel valued and cared for is important too.

One of the challenges for prospective planters is the challenge to build relationships with a diverse array of people. Sometimes Christians have a difficult time relating to non-believers as a friend. Sometimes we have difficulty connecting with people who have different interests and values than us. Too often we have a tendency to judge those outside the household of faith (and for that matter, even within the household of faith.) People usually feel it when we have judgment or prejudice in our hearts. This hampers our ability to build extensive and diverse networks of relationships.

I encourage church planters to establish a large network of friendships with the types of people whom they are trying to reach through their new church. This becomes a pool of prospects from which to build that initial gathering. As new people become a part of the initial core, the church planter must then become a team builder. One of the keys to effective team building is

16 For more information on calling see our other articles in this series.
17 2 Peter 1:3-9.
18 We highly recommend that all prospective church planters complete a quality assessment for church planters. NCI offers an excellent assessment. Contact info@nciglobal.org for more information about the church planter assessment or go to their website www.nciglobal.org.
relationship building. This skill is foundational in a new work. The second starting skill is **personal evangelism.** This is very closely connected to relationship building, for personal evangelism begins with a relationship. Effective church planters either have a spiritual gift for evangelism or they have a deep passion for reaching unsaved people. They are comfortable in settings with people who are far from God. They look for ways to engage with them and they enjoy hanging out with them (e.g., like Jesus in Matthew 9:10-13.) They have huge hearts of compassion for those outside the family of faith (e.g., like Paul’s heart for the Israelites in Romans 10:1.) They have good conversations with non-believers on a regular basis and actually see some move toward God.

The best church planters know how to develop rapport with the unsaved while never compromising their own convictions and values. They communicate love and acceptance, and the non-believers experience them as winsome. This creates comfortable opportunities for conversation about spiritual matters. Good evangelists know how to lead others on a spiritual pilgrimage that is respectful and appealing. 19

This skill is vitally important for the believers to observe in their planting pastor. Strong planters not only model an evangelistic lifestyle, but they appropriately challenge believers around them to do the same. They know how to both motivate and train others in personal evangelism.

The third starting skill is the ability to **contextualize.** Contextualization skills come from practice. People who know how to contextualize study the behaviors and attitudes of the people whom they are trying to reach. They are able to analyze and interpret the culture around them, and they are able to identify ways to become an “insider” (if they are not already) within culture. 20 By doing this they can discover new methodologies for communicating, leading, evangelizing, etc.

To contextualize is simply to study one’s culture and to adopt methods and strategies so that unnecessary offenses (barriers) can be avoided, and maximum communication and impact can be achieved. The tension comes when we fear that we might be crossing the line of syncretism. Syncretism is the blending of biblical views with non-biblical views, thus compromising the truth of Scripture. Paul warned the Colossians of this danger in Colossians 2. Throughout history the church has struggled to find its way between the two dangers of irrelevance and syncretism. The aim is to be culturally relevant while never compromising the integrity of God’s Word. 21

One other thought here. If you live in a very monolithic culture and you are a part of that culture group, this may sound like an unnecessary skill. However, be careful that you don’t

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19 My favorite book today on evangelism is Brian McLaren’s More Ready Than You Realize.
20 For some interesting reading on “insidership” see The Insider by Jim Petersen and Mike Shamy.
21 For further study I recommend the following books: Bosch, David J., Transforming Mission; Newbigin, Lesslie, The Gospel in a Pluralist Society; Van Gelder, Craig, Confident Witness – Changing World; and chapter 2 “Re-developing a Missional Mind-Set For North America” in Stetzer, Ed, Planting New Churches in a Postmodern Age.
assume too much. Even within similar cultures, there is often a large cultural chasm between Christians and non-Christians. Make sure you know how to contextualize in a non-Christian context.

The fourth starting skill is entrepreneurial leadership. Don’t let the “business” word turn you off. Entrepreneurial is the best word I know to communicate the concept of taking the responsibility and risk of starting something new. There are several different types of leaders in society. There are managerial leaders, there are change (or transformational) leaders, and then there are entrepreneurial leaders. Managerial leaders make good things better. Change (or transformational) leaders enable organizations and groups to change direction or culture. Entrepreneurial leaders start things and create things that do not yet exist.

Church planting requires entrepreneurial leadership, and not everyone has it! In fact, I have come to believe that it is unusual for a pastor to have this skill. My experience has been that most pastors are managerial leaders, some are change leaders, but few are entrepreneurial leaders. Now this takes us to the age old question, are leaders made or born? In other words, can non-entrepreneurial leaders become entrepreneurial leaders? Honestly, I don’t know. All I know is that you should demonstrate this skill or a strong propensity to this skill before tackling the challenge of planting a new church.

Ask yourself these questions: Have I successfully started any new ministries, businesses, programs, or ventures from scratch? Do I enjoy discovering new opportunities and do I project energy and enthusiasm for new things? Have I demonstrated the skills of planning, organizing, and creating something from nothing? Have I ever gathered and mobilized resources for a dream? These are the traits of an entrepreneurial leader.

To summarize, there are 4 starting skills that church planters need to possess. They are relationship building, personal evangelism, contextualization, and entrepreneurial leadership. As you reflect on your own abilities and experiences, try to identify your strengths and weaknesses in light of these 4 skills. Create a personal development plan to help you grow in the weak areas. Read. Enlist a mentor. Make sure this is you! And by all means, complete a high quality church planter assessment process before embarking on this important mission.

SUSTAINING SKILLS

We move on to the 4 Sustaining Skills that are necessary if a church planter is going to continue on as the pastor of a new church once it is established.

22 Many believers prefer the biblical word “apostle” or “apostolic.” However, due to our various theological traditions, this word can be one of the most confusing of all. With that said, I normally prefer to use the biblical terminology.
23 One other option is to team up with someone who is an entrepreneurial leader and work closely together as leaders.
24 For more information on church planter assessment see www.nciglobal.org or contact us at info@nciglobal.org.
The first skill is **Entrepreneurial Resilience**. Many years ago Dr. Charles Ridley identified this as a critical quality of church planters. He described it as the ability to stay the course in the face of major setbacks, disappointments and opposition. Webster defined resilience as the ability to recover from or adjust easily to misfortune or change. Simply stated, church planters have to be able to roll with the punches while staying the course.

I have come to learn that while you can provide good training and preparation for church planting leaders before they embark on this adventure, it is still an ADVENTURE! There is still a lot of “unknown.” Every church planter I have ever worked with has discovered that there were things that even the best training did not prepare them for. Often this involved painful or frustrating experiences that were not totally foreseen. This requires resilience!

Most church planters get into church planting with great hopes, dreams, and expectations. Invariably their actual experience falls short of what they hoped for in some ways. Gathering their initial following proved to be much more difficult than expected. Non-believers where not as responsive to the gospel as they had hoped. The core leaders that they were depending on didn’t follow through on their commitments. The finances did not come in to the degree needed. They quickly hit a plateau that they could not break through. Relational conflicts began to surface. People whom they thought were supporters turned on them and began to criticize or attack them. The list goes on and on. Most church planters who are honest with themselves want to quit at some point, and unfortunately, many do. But to be an effective church planter you must have entrepreneurial resilience.

Do you have a behavioral pattern of great perseverance and overcoming obstacles? Are you able to remain optimistic and determined in the face of resistance? Are you a learner? The best church planters don’t just keep doing the same things while expecting different results! They learn quickly how to assess and overcome obstacles. So much more could be said here, but if your new church is to survive, thrive, and sustain, the leader must persevere in these ways.

The second sustaining skill is **Disciple-Making**. Too often church planting leaders are satisfied to measure success by their ability to gather a following and see this number grow consistently over time. While that is important in church planting, it is not the ultimate measure of success. The real question is, “Are we making disciples?”

Disciple-making is the ability to guide a person from the “pre-Christian” stage to the point of being a growing, missional follower of Jesus Christ. I describe a disciple as one who is intentionally and increasingly becoming more like Jesus in his or her behavior, attitudes, ambitions, priorities, and love. A disciple is also one who is intentionally living on mission, making disciple-making disciples. I deeply appreciate the challenge that Dallas Willard has given us to not be satisfied with simply having good church members, but to be intentional about making disciples who live like Jesus.  

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I have discovered that we can grow large churches without making disciples! However, for a new church to thrive and honor God, we MUST make real disciples. We must model (as pastors) a zeal for making real disciples. We must measure our success ultimately not by the size of our church but by changed lives. We must equip others to make disciple-making disciples as well.

Is this a practice of your life? Do you have a plan or system for making disciples? Do you envision disciples reproducing and multiplying? Along with Willard, a few of my favorite resources include Neil Cole’s “Life Transformation Groups,” 26 Greg Ogden’s book Transforming Discipleship, and Robert Coleman’s classic The Master Plan of Evangelism. For more information on the current state of discipleship in America see George Barna’s Growing True Disciples.

The third sustaining skill is Leadership Development. This is different than one’s own personal leadership skills! To build a community of faith the church planter must be a developer of others. It begins with disciple-making. If we do a good job of disciple-making we will discover that potential leaders will emerge. As we identify these potential leaders we must be intentional about helping them develop their abilities and capacities to lead others.

I have discovered many pastors and church leaders who can lead followers. However, I have discovered few who can develop and lead leaders! This is totally different! The church planter must develop leaders. One of the great tragedies that often happens in a church plant is when the planting pastor is so busy doing so many different tasks that they are unable to lead effectively while maintaining a healthy lifestyle.

I have seen three common problems within church planting pastors. First, they are not good disciple-makers. Leadership development begins with disciple-making. Leaders emerge when we are making disciples. Second, they do not want to give the ministry away. This is usually caused by a need to control or a belief that others cannot do an adequate job (e.g. meet our standards). Third, they have no clear plan for developing and mobilizing new leaders. However, if we want to sustain a healthy church, we must become effective at developing and multiplying leaders.

The final sustaining skill is Futuring Skills. We live in a world that is rapidly changing. Because of globalization and the rapid development of communication technology, some researchers estimate that information is now doubling every 18 months. Never before in American history have we had to cope with the accelerated pace of change that we deal with today. And it’s not going to slow down. This significantly affects the people and the culture that we seek to reach with the gospel.

Several years ago I began to realize that many of the churches that we had been involved with in the planting process were rapidly growing out of touch with their changing environment. It was as if these new churches (which began as intentional, culturally relevant churches) were

26 See www.cmaresources.org for information on Life Transformation Groups.
quickly becoming obsolete. Often the planters were so focused on their “model” that they did not see the culture moving away from their “model.” I realized that we needed to help planters see much more than a model.

As a result we changed our entire approach to training church planters. We began to major on “principles of design” that could transcend culture. We began to focus more on ecclesiology. We began to challenge planters to envision the Kingdom of God becoming powerfully manifest in culture and society instead of simply envisioning a successful model. Based on this theological foundation we began to encourage planters and leaders to anticipate strategic societal shifts and cultural changes, to read and think about the future, and to learn to adapt to change quickly. However, this must be grounded in a solid theological foundation. Otherwise planters will simply be chasing fads.

Futuring skills (as I use the term) is the ability to anticipate and foresee cultural movement, to envision the Kingdom of God becoming visible in specific settings, to easily adapt to change, and to help others anticipate, prepare, and embrace change. I also use this concept to teach planters and church leaders to look for and identify pockets of un-reached people in their immediate context, to live missionally. As cities and communities experience rapid change, this is crucial.

I’ve come to believe that every American church needs to complete a re-focusing process at least every 3 years. Most churches do not evaluate, much less re-focus effectively. This is especially true with new churches, because they think they are NEW, thus relevant! There was a time in American culture when futuring skills were not too important. However, that time has passed and we will never return to it. Futuring skills are only going to become increasingly important as time goes by.
II. EXPECTATIONS COVENANT

*Between Hill Country Bible Church and the Church Planter*

Whereas our mission is that every man, woman and child in the greater Austin area would have the opportunity to experience the life changing reality of Jesus Christ,

Whereas we believe the most effective way under heaven to reach the community for Christ is through the planting of vibrant, disciplemaking, missional churches,

Whereas we believe that God has called us together to this mission...

We do agree under the authority of the One who gave us the Great Commission to partner together under the following covenants:

**Role and Responsibility of the Planter**

1. Live an open and honest life before others.
2. Willingness to follow leadership of the elders, coaches, mentors and supervisors assigned.
3. Willing to maintain a vibrant walk with Christ as demonstrated by spending time with God, sharing your faith, giving, being part of the community at the Planting Church, participating in its worship and ministry during the Residency.
4. Willing to plant a reproducing church that will be part of the Association of Hill Country Churches (AHCC) church planting movement, with a view to planting a daughter church as soon as possible.
5. Willing to raise funds if necessary to augment those finances provided by the Planting Church.
6. Theological alignment with the Planting Church as reflected in our “This We Believe” document.
7. Church Polity alignment with the Planting Church’s Principles and Practices.
8. Willing to design a Ministry Plan that includes demographics, philosophy of ministry, goals, strategy, ministry action plan and budget to be approved by the elders of HCBC.
9. Willing to gladly embrace a coaching relationship with the Planting Church until the Church Plant matures – by the agreed upon criteria – into a Church.

**Role and Responsibility of Planting Church**

1. Willingness to provide honest feedback as to the resident’s character, competence and performance in the residency.
2. Commitment to providing spiritual accountability, protection and blessing, inviting the planter to be a part of a transcendent, city-reaching movement.
3. Provide a complete essentials training syllabus, taught by subject matter experts, with clear objectives and milestones.
4. Provide opportunities to envision, enlist, & engage a missional core from the Plantin-Church.

5. Provide for salary and benefits as well as start up costs as itemized in the offer detail.

6. Provide a mentor/coach for the planter.

7. Provide post launch coaching for up to four years.

**Term of Residency**

Up to a year long program that includes church planting theory from experts, practical hands-on training, guided readings as well as real life experience, and a personally tailored learning contract with the director of church planting.

We the below signed do covenant together according to the roles and responsibilities outlined above to extend the Glory of God to Austin, Texas and beyond so that every man, woman and child in our city might have a chance to experience the life transforming reality of Jesus Christ.

Signed,

________________________________    _____________________________
(Church Planter)       (HCBC NW)
III. LEARNING CONTRACT

What is a Learning Contract?

A learning contract is a written agreement between the Church Planting Director/Team and the Resident that defines learning goals and how they will be successfully accomplished. The contract is developed collaboratively by the director and resident. The more self-directed the learner, the more successful the use of learning contracts. There are four key elements in a learning contract:

1. Determine learning objectives
2. Specify learning resources and strategies
3. Define evidence of accomplishment of objectives
4. Validate evidence of accomplishment of objectives

Why Use Learning Contracts?

Using learning contracts promotes self-direction and increases motivation when the contract emphasizes competencies desired by the learner. Learning to use contracts is in itself a learning project and the learner’s knowledge and self-directedness should be considered when selecting the situation for implementing learning contracts. As a learner-centered teaching strategy used to develop self-directed learners, learning contracts encourage learners through:

» Personalization of their learning
» Self-motivation for learning
» Self-examination of their learning needs
» Self-determination of their learning goals
» Identification of resources for meeting their learning goals
» Self-assessment of their learning outcomes
HCBC CP RESIDENCY LEARNING CONTRACT

Name: ________________________________

Date: _________________________________

Mentor/coach: _____________________________        Time period: _________________________

A learning contract is a self-designed instrument to move you from where you are now to where you want to be. You share the contract with a mentor/coach and with a learning group (one or more like-minded persons who are learning together) for input and accountability. For some competencies a Subject Matter Expert (SME) may be helpful. Learning Contracts were first developed by Malcolm Knowles as a means to improve competencies in adult learners.

Your learning community:______________________, _______________________,
________________, __________________________,___________________________.

STEP ONE: From the Profile of a Church Planter article itemize ratings of the Twelve Critical Competencies (plus one) in the chart below.

<table>
<thead>
<tr>
<th>Self Rating</th>
<th>Goal</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Spirituality Vitality</td>
<td>_____</td>
<td>_____</td>
</tr>
<tr>
<td>2. Personal Mastery</td>
<td>_____</td>
<td>_____</td>
</tr>
<tr>
<td>3. Marriage/Family Readiness</td>
<td>_____</td>
<td>_____</td>
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<tr>
<td>4. Clarity of Calling</td>
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<td>_____</td>
</tr>
<tr>
<td>5. Relationship Building</td>
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<td>_____</td>
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<tr>
<td>6. Personal Evangelism</td>
<td>_____</td>
<td>_____</td>
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<tr>
<td>7. Contextualize</td>
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<tr>
<td>8. Entrepreneurial Leadership</td>
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<tr>
<td>9. Entrepreneurial Resilience</td>
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<tr>
<td>10. Disciplemaking</td>
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<td>11. Leadership Development</td>
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<tr>
<td>12. Futuring Skills</td>
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<td>_____</td>
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<tr>
<td>13. Sensitive Gospel Preaching</td>
<td>_____</td>
<td>_____</td>
</tr>
</tbody>
</table>

STEP TWO: From the above summary list the names of the two highest priority competencies needing attention.

Competency #1 ________________________________________

Competency #2 ________________________________________
STEP THREE: Develop a Learning Contract for each of the above competencies. Go to your Profile Analysis and identify the issues where a gap of 1 point or more exists. These could be areas where objectives are set to improve performance.

Have your mentor/coach give input regarding your learning plan below. Ask: are the learning objectives clear, measurable, concise? In what way can the resources be expanded to meet expectations? Is it clear how progress toward accomplishment will be measured?

STEP FOUR: Use the below list to fill in other opportunities you wish to work on during the Residency.
1. Spiritual Formation
2. Family/Marriage
3. Churchmanship
4. Other Learnings
5. Personal Reading Plan
6. Church Planting Philosophy, Strategy and Tactical Proposal
7. Mentorship, Elders
8. Devotional Life
9. Communication Skill

<table>
<thead>
<tr>
<th>Learning Objectives</th>
<th>Resources &amp; Strategies</th>
<th>Evidence of Accomplishment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Break down each competency into learning objectives. Specifically, what changes do you want to see in your knowledge, character, attitude, or ability?</td>
<td>Key Q: How will you get the help you need? (Supervised practice, discussion group, tutorials, reading, taking a course, observing a peer, workshop or seminar, etc.) What is your action plan? What will you do? With whom?</td>
<td>How will you know you’ve accomplished something? Be sure to collect evidence showing change in each objective. Is the evidence reliable and valid?</td>
</tr>
</tbody>
</table>

Outcomes:

1. Write a summary listing changes in understandings, attitudes, skills.
2. Describe insights you have gained about yourself, your ministry or learning process as a result of this Learning Contract.
3. Rate this learning contract: helpful____enjoyable____
4. List elements that could improve the learning process.
5. List the next competency you will address: _________________________

Share these findings with your mentor/coach and learning community.
IV. MISSIONAL CHURCH PLANTING ESSENTIALS SYLLABUS
The Art and Science of Planting a Missional, Gospel Centered Church

1. Seven Questions Every Church Planter Must Answer
   » Who is God and What is He Doing in the Universe?
   » Who is Man and What Does He Really Need?
   » What is Going on in the World (Cities)?
   » What is the Gospel?
   » What is the Church and What is Our Mission?
   » Who is a Leader and What is His Purpose?
   » Why Do We Need to Plant Churches?
     (Break away & prep a 7-10 minute biblical presentation)

2. The Church Planting Pastor’s Inner Life
   » Ridley’s 13 Characteristics -- A panel of church planters unpack the most common qualities of effective church planters.
   » Understanding Myself – (DiSC, Strengthsfinder Strengths Assessment, Spiritual Gifts)
   » The Spiritual Life of a Pastor – Veteran planter
   » Developing a Prayer Network

3. Determining Your Strategy
   » Missional Church/Missional Living
   » Doing Neighborhood Research
   » Paul’s Gathering Strategy
   » Exegeting a Community
   » How to Study Demographics

4. Engaging Culture in Context
   » Engaging Culture
   » Establishing a Missional Community -- Missional Core Development (Gospel Enlisting, Equipping, Engaging)
   » Missional Gospel Networking (E-1, E-2, E-3 Relationships)
   » Forming the Faith Community
   » When is it time to Create a Structured Community of Faith (Public Worship)
   » Social Networking Strategies – Gathering – Tracking – Targets

5. Public Gatherings and the Structured Community
   » Distinguishing between Missional Core and Ministry Teams
6. Developing a Ministry Plan
   » Strategic Planning (Tactical vs. Strategic Planning)
   » Developing a Project Plan
   » An Eleven Point Business Plan with Deliverables
   » Creating and Celebrating Mileposts
   » Developing a Budget

7. Developing a Total Communication Plan
   » Intro to Communication Planning (Website, social networking, blogging, elevator speech, timeline)
   » Mission, Vision, Values, Branding and Positioning
   » Starting with a Blog and Club Cards

8. Leading the Church
   » Casting Vision, Building Team, Creating Morale and Buzz
   » Leader Development Systems (Based upon Seven Core Systems)
   » New Believer Follow-up
   » Disciple making plan
   » Missional Community Leader Development
   » Elder enlistment, envisioning, equipping
   » Principles and Practices
   » Measuring Church Health with the 7 CMCs
   » Church Plant to Planting Church – Becoming Part of a Movement
V. KEY TERMS AND TARGETS THAT YOU MUST KNOW AND UNDERSTAND

CHURCH PLANT: What we call a new church until it has achieved “Church” status by hitting 5 basic benchmarks and approved by the Planting Church.

MILESTONES: Critical Path Checkpoints approved by the Church Plant Team --that must be accomplished before you move ahead. These Milestones allow for flexibility in light of gospel receptivity in any given area with a greater challenge for enlisting Missional Core.

» MILESTONE 1 – (OCTOBER 1 to NOVEMBER 1) Approval of Mission Focus Group – Based upon an MFG/Target Area assignment matching the planter, and a compelling exegesis of that community.

» MILESTONE 2 – (FEBRUARY 1 to APRIL 1) Approval of First Draft Ministry Plan – Engaged a Missional Community of Ten Families or 20 total people considered the Missional Core.

» MILESTONE 3 – (MAY - JULY) Approval to establish a STRUCTURED COMMUNITY – Faith Community including 50 E-3 friends and 25 PARTNERS (in addition to Missional Core)

» MILESTONE 4 – (AUGUST - SEPTEMBER) Charter and Commissioning

MISSION FOCUS GROUP: (A.K.A. Target Area) – The area God has led you to evangelize as a result of exegeting the community by engaging in massive numbers of conversations and developing an exhaustive analysis of the demography/psychography of that community.

MINISTRY PLAN: A document drafted in light of the Mission Focus Group. It outlines how you would CONTEXTUALIZE THE GOSPEL and the FAITH COMMUNITY – its strategy, mission, vision and values, ministry efforts and programs appropriate to the MFG. The initial Ministry Plan is more like a Business Plan. The FUNCTIONAL MINISTRY PLAN is the yearly plan that breaks the ministry into 3 parts: 1) Spiritual Formation Status, 2) Ministry efforts and programs, 3) Outcomes of Ministry.

MISSIONAL COMMUNITY: A group of likeable leaders who love lost people and who gather with a willingness to engage in missionary work with you. They must set aside other ministry commitments and pull back from their Christian friends in order to devote a significant amount of time to engaging lost people. The planter’s job is to enlist, envision and equip these friends into a missionary team.

FAITH COMMUNITY: The incubator where new believers and SEEKERS gather with PARTNERS and MISSIONAL CORE as the community begins to take shape as a STRUCTURED COMMUNITY.

SEEKERS: Those E2 and E3 friends with whom you have enough relational equity that they would join into the conversation as part of the faith community even though they are still exploring faith.
PARTNERS: An added network of Christ Followers who wish to join the missional core in relational gospel networking. This group is invited into the community not as consumers, but as people who Jesus bids come and die for the sake of the gospel. This group cannot be larger than the E-3s in the FAITH COMMUNITY.

STRUCTURED COMMUNITY: A FAITH COMMUNITY that has demonstrated adequate relational bandwidth to organize with a fully developed MINISTRY PLAN, Elders, leaders and public worship services.

RELATIONAL GOSPEL NETWORKING TARGETS

- **E1 – ENGAGE** 200 (NAMES, DIGITS)
- **E2 – EXPLORE** 100 (3+ SPIRITUAL CONVERSATIONS)
- **E3 – EXPRESS** 50 (3+ GOSPEL CONVERSATIONS)

**QUESTION**: How many people would you need to engage per week to hit these targets?

- 10 Missional Core connecting with 2 new E-1s per week = 20/week, 80/month, 400 in five months
- 10 Missional Core moving two E-2s to E-3s per month = 20/month, 100 E-3s in five months.

ENLISTING MISSIONAL CORE

- **WHAT IS MY VISION?** (ELEVATOR SPEECH)
- **WHO AM I TARGETING?**
- **WHAT DO I WANT TO REPLICATE?**
- **WHAT DO I EXPECT OF MC?**
- **WHAT IS MY PLAN?** (GOALS, TARGETS, TIMELINE)

GOSPEL SOWING (2 CORINTHIANS 9:6-7)

**QUESTION**: What are the three basic kinds of bountiful sowing needed?

1. Sowing Prayer
2. Sowing Vision for Missional Core
3. Sowing the Gospel

FALL FOCUS:

1. **RECRUITING** - and communicating to - a PRAYER NETWORK, as well as spending large amounts of time in fervent prayer.
2. **EXEGETING** the community by engaging in massive numbers of conversations and developing an exhaustive analysis of the demographics/psychographics of the community.
3. **ENLISTING** a MISSIONAL CORE (10 couples/singles that total 20) and establishing them as a MISSIONAL COMMUNITY.
4. First Draft of MINISTRY PLAN

**KEY OUTCOME:** A vibrant, targeted MISSIONAL CORE who has made significant progress toward E-3 relationships

**SPRING FOCUS:**
1. EQUIPPING and engaging the MISSIONAL COMMUNITY in relational gospel networking that results in having cultivated a faith community of 50 E3 Friends and 25 PARTNERS who have been enfolded into the original missional core.
2. CONTEXTUALIZING the ministry design around those you have reached and are reaching.
3. ESTABLISHING A FAITH COMMUNITY from which a STRUCTURED COMMUNITY may emerge.

**KEY OUTCOME:** A vibrant FAITH COMMUNITY that is ready to transition to a STRUCTURED COMMUNITY.

**SUMMER FOCUS:**
1. Organizing the FAITH COMMUNITY into TEAMS.
2. Preparing the FAITH COMMUNITY to commit their time, talents and treasure to the STRUCTURED COMMUNITY.
3. Preparing ELDERS.

**KEY OUTCOME:** Ready to conduct public worship services.
VI. RESIDENCY READING LIST

» Theology as Big as the City by Raymond J. Bakke (1997), Published by IVP Academic
» The Tangible Kingdom: Creating Incarnational Community by Hugh Halter & Matt Smay (2008), Published by Jossey-Bass
» Confessions of a Reformission Rev: Hard Lessons from an Emerging Missional Church by Mark Driscoll (2006), Published by Zondervan
» Present Future: Six Tough Questions for the Church by Reggie McNeal (2009), Published by Jossey-Bass
» Branding Faith: Why Some Churches and Nonprofits Impact Culture and Others Don’t by Phil Cooke (2008), Published by Regal
» No Perfect People Allowed: Creating a Come-As-You-Are Culture in Church by John Burke (2007), Published by Zondervan
» Elders & Leaders by Gene Getz (2003), Published by Moody Publishers
» Church Planting Movements: How God is Redeeming a Lost World by David Garrison (2003), Published by Wigtake Resources
VII. SEVEN BEHAVIORS (7 CMCS)

The Seven Winning Behaviors | 7 Characteristics of a Missional Church (7CMCs)

1. RELIANCE ON GOD’S WORD
All church life centers on a reliance on God, His promises, and the authority of His Word.

2. ANTICIPATION OF GOD’S EMPOWERING PRESENCE
People approach all life and ministry with an anticipation of God’s presence actively working in and through them.

3. INTENTIONALLY MISSIONAL
Reaching the lost dominates the church agenda, relying on God for a yearly goal of at least 10% conversion & retention growth, maintaining a collaborative and aggressive regional and global plan to plant churches.

4. STRONG LEADERSHIP DEVELOPMENT
Leaders are taught and practice “incarnational and servant leadership” and a minimum of 10% of the men & women are being developed as reproducing leaders.

5. EXPANDING NETWORK OF SMALL GROUPS
The church is organized into reproducing communities of small groups committed to developing life-changing relationships with at least 75% participation.

6. INTENTIONAL DISCIPLE-MAKING (MATURATION PROCESS)
The church maintains an intentional discipleship process (from conversion to maturity) that results in 65% of the church consistently practicing spiritual disciplines, personal ministry, evangelism, and personal discipleship.

7. SACRIFICIAL GIVING
Church leaders teach and model biblical stewardship resulting in over 65% of members and regular attenders involved in regular giving to the local church.
“GROW” Coaching Model

Coaches have developed different models for everything. The most widely used conversational structure in coaching is probably GROW (the acronym stands for Goal, Reality Check, Options, Will). This four-step progression is an excellent way for helping people through practical issues like changing a habit or increasing performance.

Goal:
The goal is the objective a person wants to reach. You may work at a goal over several sessions. Make sure you have a clear, specific goal at the start. If the goal is vague, you will have a hard time taking the next step in the GROW model.

Goal Questions:
» What do you want to get out of our time together?
» How could you rephrase that goal so it depends only on what you do and not on others?
» What’s going on in your church that’s got your attention right now?

Long-Term Goal Questions:
» What specifically do you want to accomplish?
» What will be different as a result of working on this area?
» How can we make that goal measurable – so we know when you have achieved it?
» By when do you want to have this done?
» In a month or three months – whatever time frame you want to work in – what do you want to have accomplished?

Reality Check:
The function of the reality check is to determine an objective starting point for the desired change. You are attempting to ascertain the concrete facts of how things stand right now, as opposed to the person’s subjective impressions of reality.

Reality Check Questions
» How many new contacts did you make over the last ten days?
» How will you develop new leaders?
» When was the last time you shared your faith?
» What have you actually accomplished on this today? How about this week?
» Who is involved in this situation (conflict) and how?
» What have you tried already? What difference did those actions make?
» Which factors are the most important in this situation?
» What events or choices led you to this place?
Options:
The options step is process of thinking creatively to develop several potential solutions. Allow the church planter to do the hard work of thinking things through instead of making a lot of suggestions. Taking time to think and strategize is a key work in leading a church.

Option Questions:
» What could you do about this?
» What other potential courses of action can you think of?
» Let’s shoot for at least three potential solutions. What else could you do?
» What if this obstacle was removed? What would you do then?
» Who could help you?
» What other resources could you draw on to tackle this? Who else could you ask for creative ideas?
» What have you seen others do that might work for you?

Will
This step is where you turn the preferred solution into concrete action steps with high buy in. You’ll need to evaluate the planter’s motivation. Ensure that you’ve created steps that will actually get done by looking for at least an “eight” on the “checking motivation” question. For answers less than “eight”, troubleshoot obstacles or adjust the deadline of the step to increase the probability of a successful outcome.

Will Questions:
» Which options do you want to pursue?
» Turn that into an action step: what will you do by when?
» What step could you take this week that would move you toward your goal?
» You mentioned that you could do ___________. What will you commit to doing?

Checking Motivation:
» On a scale of one to ten, how likely is it that this step will get done in the time frame you’ve set?
» How could we alter that step to turn that “six” to an “eight”?
» Are there any obstacles we need to address to make sure this step gets done? 27

SMART Goals:
There are important advantages to coaching around a goal statement: a one sentence declaration of a specific future objective the church planter has committed to reaching. For the coach, it’s the mandate that church planter has a clearly defined goal. Without a goal, it is easy for the focus to be diverted by less important issues. For the church planter, it is an important touchstone for staying focused. The S.M.A.R.T. format (Specific, Measurable, Attainable, Relevant, Relevant,
and Time-Specific) is one of the most widely used goal setting tools. Walking through it as you set goals helps maintain the discipline of developing clear, timed, important and reachable objectives.

Goals are especially important in the coaching process. A goal states the destination: the where and when, not the how (that’s the action plan). The key to developing goal statements is to stay focused on where the church planter wants to go, and avoid talking about how to get there until a goal is set.

In many ways, goal setting is an act of faith. As a Christian leader, the church planter’ setting a goal is making a decisive choice to step out into the thing that God has called him to do. When you commit yourself to a certain path, not only are your personal resources brought to bear, but also the faith step of setting a goal releases the power of God on your behalf. Setting a goal to making a change or pursuing a dream is a faith step. Coaching leverages this power of goal setting to get things done. Clarity will be a key coaching issue in this area.

Make sure that you celebrate the “wins” the church planter is achieving. Celebrate the progress, personal achievement, and most of all, celebrate God’s work in the life of this pastor and his church!
For more information on Church Planting,
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