

**Singapore Bible College
Doctor of Ministry**

Leadership Essentials for Church Transformation

Instructor

Dr. Gordon E. Penfold (gordonpnfld@gmail.com) B.S, M.S. (Colorado State University, 1972, 1973), Th.M. (Dallas Theological Seminary, 1981) and D.Min. (Talbot Theological Seminary, 2011).

Gordon grew up in a “church” environment. However, he does not remember hearing the gospel until he was a freshman engineering student at Colorado State University. Two men associated with the Navigators clearly shared the gospel with him. On March 28, 1969, Gordon trusted Jesus Christ as his Savior. He then attended First Baptist Church in Fort Collins, Colorado, where a real, living church captured his heart, mind, and ministry imagination!

Dr. Penfold dreamed of becoming a consulting structural engineer. However, the Lord began to stir his heart to invest his life in people who will live forever as opposed to buildings and bridges that are temporary (see Revelation 6:14). Thus, after a bachelor's and master's degree in engineering and six and a half years working as a structural engineer, he left his professional engineering vocation to become a fulltime pastor.

Full-time ministry began for Gordon in 1980. He pastored four turnaround churches along with four intentional interims. He has worked with pastors and churches in the United States, Ukraine, Russia, Armenia, and East Africa. His dissertation, “Defining Characteristics of Turnaround Pastors among Evangelical Churches in the Rocky Mountain States,” led to the publishing of *Re:Vision: The Key to Transforming Your Church* (Baker Books), co-authored with Dr. Aubrey Malphurs. He and Dr. Gary McIntosh introduced Turnaround Pastor Boot Camps© in 2012, a work he continues with Drs. Lavern Brown and Gary Westra. Together these three continue to lead groundbreaking research into effective pastoral ministry practices. They published their innovative research in a new book called *Pastor Unique: Becoming a Turnaround Leader* (WestBow Press, 2016). Dr. Penfold is completing his third volume, *Restart: New Hope for the Dying Neighborhood Church* (to be published in early 2020). Gordon serves as the executive director of Fresh Start Ministries Network, a ministry that assists plateaued, declining, and conflicted churches discover new life and vitality. He also is the co-founder of Turnaround Pastor, Inc. and is the President of the Great Commission Research Network, an organization dedicated to understanding effective Great Commission ministry practices and the extension of those ministry practices worldwide.

Gordon is married to Beth, his wonderful wife of forty-eight years. They have three grown children and four grandchildren. All their children are deeply immersed in ministry as they serve our Lord Jesus Christ. Gordon's life is, indeed, blessed of God!

Course Description

Leadership Essentials for Church Transformation: A great number of ministries start well but finish poorly. Poor pastoral leadership is often at the core of this ineffectiveness. Church leaders must recognize their biblical responsibility to be the stewards of Christ's mission and vision for the church they pastor. In the case of leaders who serve multiple churches or who serve in leadership roles over many pastors, understanding and applying key transformational leadership principles proven to lead in ministry revitalization and effectiveness are even more crucial. Pastoral training and equipping is at the heart of effective ministry. Through his research and pastor training in the United States and his international training ministry, Gordon has observed the same basic needs for effective ministry regardless of language or ethnicity. This module will focus on the characteristics of effective pastoral ministry practices and needs that lead to church and or ministry transformation.

Course Objectives

This course has two primary objectives: (1) to equip the students for more effective ministry using the tools gained in this course of study and (2) to equip the students in effective ministry practices so that they will be able to train others to do the same.

By the end of this course, each student will . . .

- Understand the key role pastors and leaders play in producing effective ministry.
- Gain insight into the process of ministry transformation.
- Cultivate personal and ministry development plans that will impact ministry effectiveness both in one's personal life and vocational ministry.
- Develop a clear understanding of ministry best practices and personality best practices.
- Discover the key role that mission and vision play in an effective ministry of revitalization.
- Develop skills in preparing and articulating a biblically-based mission and vision.
- Develop skills needed to train others in these same ministry best practices.

Course Requirements

The class includes lectures, discussions, writing activities, and in-class exercises to sharply hone each student's abilities to lead churches and ministries into effective ministry and revitalization.

1. Reading (due 4 November 2019 at the Start of the Module Week)

Your required 2000 pages of reading for this module is divided into three areas:

- a. Required books and articles are listed in the Bibliography. Each of these must be read in its entirety. These add up to 1252 pages.
- b. Suggested books can be read up to a minimum of 548 pages. You should read at least two of these books from the list at the end of this syllabus.

- c. Proposal books are those which you read in the area of your proposed dissertation topic. These pages will provide the balance of your reading page requirement.
 - d. Read the article about Orchard Church (<http://www.theorchardcommunity.com/whoweare/ourstory/>). Please write a one-page summary of the items that spoke to you about the challenges of church revitalization. Your comments will become the basis of a discussion during class. This written discussion is due on **4 November 2019**.
 - e. On or before the first day of the module, email to Ting Ting (dmin@sbc.edu.sg) and Dr. Gordon E. Penfold (gordonpnfld@gmail.com) an annotated list of the books you have read in the areas above. Share in two paragraphs what you deem to be the strengths and weaknesses of each book. **Due 4 November 2019**.
- 2. Complete the Malphurs/Penfold Pastoral Leadership Survey (PLS) by 21 October 2019.**

This document will be sent to you as a separate attachment.

Complete and return this document to Dr. Penfold no later than 21 October 2019. You must complete all parts of this survey including a complete DISC Profile and a Keirsey Temperament Sorter II. You may find a free KTS II at http://thechangeworkscoaching.com/images/KeirseyQuestionnaire_Sample_Ans_Sheet_Scoring_Instructions_Form.pdf. Click the link and follow the prompts.

Include the results of these surveys on the Malphurs/Penfold form. Also complete the Workplace Motivators survey (found on the same website as the DISC Profile). Return both completed surveys electronically to Dr. Penfold.

Note: A friend provided the DISC and Workplace Motivators to you at no cost. Please complete them both even if you have previously taken the DISC. If you have already taken the Myers-Briggs Temperament Indicator or KTS II, you may use those results on the PLS.

3. Complete the “Bottlenecks of Ministry” Survey (21 October 2019)

This document will be sent to you as a separate attachment.

Complete the “Bottlenecks of Ministry” Survey and return it to Dr. Penfold no later than **21 October 2019**. Feel free to add your thoughts about ministry bottlenecks to the survey. Completing this survey is as much for Dr. Penfold’s benefit as it is for you. This survey will help him better understand you and your ministry context. Please feel free to discuss any particular issues you face!

4. Complete Your Daily Schedule (due 21 October 2019)

Complete your daily schedule. How do you spend your time over the course of a typical week? You may use either the “General Schedule” (Schedule A) or the “Personal Daily Schedule” (Schedule B) provided on pages 17-18. At the end of the module week, complete a revised schedule (Schedule C, Your Modified Personal Schedule) as it should be to maximize your ministry potential. I know you may serve in several different ministries. I wish to see how you invest your time. Please return this to me by **21 October 2019**.

5. Complete the Birkman Profile (optional) (due 21 October 2019)

The Birkman Profile is a tool recently researched and developed to produce coaching protocols to help pastors and Christian leaders engage in productive and effective ministry best practices. I strongly urge you to avail yourself of this tool. The cost of this instrument is \$150, which will include the use of the instrument itself and a 1½ hour personal coaching session with me before our class time together. Taking the Birkman is entirely optional. If you cannot afford this, I completely understand. Please contact me if you wish to do the Birkman. I will arrange for payment in advance and will also schedule a debrief with you before our time together in Singapore.

6. Complete a Personal Development Plan and a Ministry Development Plan (due at the beginning of class on 4 November 2019)

The student will craft a Personal Development Plan. In this exercise, the student will prepare an overall life goal which includes general goals, spiritual goals, health goals, wealth goals, family goals, and career goals.

A worksheet is on page 15 of the syllabus entitled, “My Personal Goals.” This sheet provides a basic outline for this part of your preparation. The total of all your responses should be no longer than two pages. The more succinct your responses, the better! Prayerfully look at each section and ask the Lord, “What do you want me to accomplish in my life?” Some items may change as you mature in your ministry, but this plan should become a guiding set of principles for your ministry development for life. If you have already completed a process like this, feel free to use what you have already completed.

A second worksheet is on page 16 of the syllabus. It’s entitled “My Ministry Goals.” The objective is for you to prayerfully consider the goals the Lord would have for you and your ministry. If you serve a church, what does the Lord desire for your church? If you work in another ministry, what would the Lord desire for you to accomplish in that ministry? This plan will include nine turnaround goals for your church or ministry. These include three short-range goals (1-3 years), three intermediate-range goals (4-6 years), and three long-range goals (7-10 years). Write your responses concisely on no more than one page. Prepare this document in advance of class.

At the end of our module week, rework this section based on what you learned in class during our time together. You will use Your Modified Personal Schedule on page 19.

8. Post-course Project (due 15 February 2020)

The project may be related to your dissertation project. However, if you do work toward your dissertation, I would like you to include some work on either church or ministry revitalization as it applies in your ministry context. The final post-course project proposal must be approved by **15 December 2019**, so you have two months to complete it by **15 February 2020**.

The project needs to be forty (40) pages in length. In the project, you must state the following:

- The Problem: What issue do you wish to address?
- Literature Review: What significant works address this ministry issue?
- Your Research Process: How do you propose to evaluate the issue you are working to resolve? Include the metrics you wish to measure and the measurement techniques you will employ in the ministry analysis.
- Your Research Findings: Provide a brief summary of your research findings.
- The Solution(s): What solutions do you propose to address the need you are seeking to address? Your solutions must be concrete and specific. Use SMART goals to define your solutions. A discussion on SMART goals will take place in class.

Course Grading

The four components of this module have the following value towards the final grade: reading (20%, assignment #1 above), pre-course assignments (20%, assignments #2-6 above), classroom participation and module assignments (20%, assignment #7 above), and post-course project (40%, assignment #8). Normal late penalties apply so that not meeting deadlines can result in failing the module leading to needing to retake it or dismissal from DMin studies.

Course Procedure

Students must number these successive files with the convention below to keep the file names the same throughout with the exception of the words to the right of the edition.

1. Thread

Students must stay on the same email thread instead of starting new emails. This will keep all on the same page (literally!) to clarify the issues to be addressed and save time looking up old emails. You must work with Dr. Penfold to submit an approved final edition of the proposal for your post-course project by 15 December 2019. After this date, the late paper policy below from the Student Handbook will be implemented.

2. Names of Files

Most professors receive many papers, so a file name like “Research Paper.docx” is too ambiguous. Instead, name your digital file as student name-short paper name-edition-initials of the person making the latest changes.docx. For example, a dissertation proposal called “Clara_Wong-Church_Growth-1-CW.docx” means that Clara Wong is submitting her first edition of her dissertation proposal with the longer title “Paradigms of Church Growth in Singapore: A Case Study.”

3. Editions

After Dr. Penfold makes changes to it, he will use the Word format tracker (Review > Track Changes ON) and return an edited file to Clara with the different name ending as “Clara_Wong-Church_Growth-2-GP.docx.” Then Clara can see the changes the professor made in the right-hand column, as well as comments and questions that the student needs to address.

At this point, Clara copies edition 2-GP as a new file with 3-CW in the file name. Then she works only on this new file while keeping the previous 2-GP in a folder on her computer for future reference if needed. NOTE: NEVER edit an OLD edition of your file. Only make changes to the last edition so that the latest changes will be incorporated into the next edition. This system keeps track of changes in each edition and helps all see from the file name itself whose paper it is, what it is about, the edit date, who edited it, etc. Students who keep the various editions in a digital folder will see that they naturally fall into alphabetical order to assure they are editing the latest edition.

Finally, please do NOT “accept all changes” in the file, as this forces the editor to look up what was supposed to be changed. Do not accept or reject any changes in the side column at all as this is the professor’s responsibility.

Late Assignments (from Student Handbook 4.2.2)

The guideline for late papers or reading assignments imposes a penalty of one-third grade or 3% deduction per week:

Before or on the deadline	0
One week after the deadline	-3% (e.g., a 90% becomes 87%)
Two weeks after the deadline	-6%
Three weeks after the deadline	-9%
Four weeks after the deadline	-12%
Five weeks after the deadline	-15%
Six or more weeks after the deadline	-100% (no credit for assignment)

Module Schedule

Day 1	Topics	Class Activity
Day 1	Class Introductions	Get acquainted time
Day 1 Monday Topic 1	<i>The Biblical Basis for Church Revitalization</i> Introduction to the Ministry of Transformation	Grasp the concept of “transformation” as it is woven through the pages of Scripture. Grasp the foundational principles that must drive ministry. Understand the roles and responsibilities of the biblical leader in the church.
Day 1 Monday Topic 2	<i>Divine Design, Direction and Development</i> Exploring the Three Ds and Their Impact on Life and Ministry 1. Introduce the Concept of Divine Design 2. Show the need for continual Developing in the roles that God entrusts to us. 3. Perceive the Direction God leads us as we walk with Him.	Discuss and discover the impact of the Three Ds on our lives and ministries. Understanding these three key concepts will enable the students to evaluate their lives and ministries.
Day 1 Monday Topic 3	<i>An Introduction to Church Transformation</i> Understanding the Crucial Elements Needed for Church Revitalization 1. An introduction to the essential elements needed for church transformation 2. An overview of the latest research into effective ministry practices	Discuss essential elements that enhance the prospects for church (or ministry) revitalization. Understand the latest research into effective leadership skills that produce effective change.
Day 1 Monday Topic 4	<i>There’s Hope for Your Church and Ministry—Part I</i> Understanding Christ’s Desire for His Leaders and His Church 1. What is Christ’s desire for His church? 2. Understanding the overall process of revitalization 3. Recap of Day 1	Review Christ’s design for fruitfulness. Grasp an overall picture of the process of revitalization. Understand the necessity of Hope! Review the topics of Day 1

Day 2	Topics	Class Activity
Day 2 Tuesday Topic 1	<i>The Pastor's Worth</i> Understanding the Power of Your Identity in Christ	Effective ministry is rooted in an often overlooked issue: Our worth before God. This module will explore our worth in the eyes of God!
Day 2 Tuesday Topic 2	<i>Mission, Vision and Core Values</i> Grasping the Concepts of Mission, Vision and Core Values 1. Bring clarity to the Mission 2. Begin the process of clarifying ministry core beliefs and core values. 3. Understand the essence of ministry vision	Sharpen our understanding of the Mission of the Church Begin a discussion of Core Beliefs and Core Values Begin a discussion of vision and how to develop a biblically-based vision
Day 2 Tuesday Topic 2 (continued)	<i>Mission, Vision and Core Values</i> Grasping the Concepts of Mission, Vision and Core Values 1. Continue the discussion of mission, vision, and values. 2. Develop an initial set of core beliefs and core values for "God" and "Prayer." 3. Grasp the concept and necessity of vision for effective ministry	Work to establish a basic familiarity with biblically-based core beliefs and core values. Work specifically in class to develop core beliefs and core values for "God" and "Prayer." Develop an initial statement of vision for your ministry.
Day 2 Tuesday Topic 3	<i>Mission, Vision and Core Values</i> Grasping Vision for Your Ministry 1. Focus primarily on vision 2. Developing vision for your ministry context.	Explore with the students how to develop ministry vision in their local context. Review the topics of the day.

Day 3	Topics	Class Activity
Day 3 Wednesday Topic 1	<i>God Expects You to Lead</i> Leadership: Understanding an Essential Role of a Pastor	Our “inherited” view of pastoral ministry has reduced the role of the pastor to that of a caregiver. In this section of the course, we will focus on the biblical role of the pastor as a leader.
Day 3 Wednesday Topic 2	<i>There’s Hope for Your Church— Part 2</i> You Have Real Personality 1. DISC 2. KTS-II 3. Birkman Method	Understand your personality and grasp how your personality impacts others. Understand the personality of others and how their personalities impact you. Understand how to leverage your personality for maximum effectiveness in ministry.
Day 3 Wednesday Topic 3	<i>Goals and Ministry Alignment</i> Goals and Ministry Alignment for Maximum Ministry Impact 1. Have each student identify the key parts of their ministry and their church’s ministry 2. Evaluate ministry effectiveness in light of the mission and vision of the church. 3. Develop key adjustments necessary for ministry effectiveness.	Churches often overflow with activity. The question is, “How does one evaluate the effectiveness of ministry in a local context?” Does the ministry align with the mission and vision of the church?
Day 3 Wednesday Topic 4	<i>Developing a Ministry Map</i> Putting Together a Viable Ministry Plan for Church Transformation 1. Taking steps to develop a comprehensive plan and program for effective ministry 2. Constructing logical and reasonable conclusions. 3. Case Study	Lecture and hands-on work in developing a viable ministry plan for the local church or parachurch ministry. Present a case study of an effective “Ministry Map” and the outcome of such a venture
Day 3 Wednesday Topic 5	<i>Leading Change</i> Understanding the Process of Leading a Declining Ministry into Positive Change	Recognize the need for change and grasp the importance of a “willingness” to change. Present a method of leading change in plateaued or declining

	<ol style="list-style-type: none"> 1. Understand the dynamics of leading change in a plateaued or declining church or ministry 2. Developing a simple structure for leading transitions 3. Understanding the difference between first and second-order change 4. Review of the day's subjects 	<p>congregations. This step-by-step introduction will help leaders avoid many of the snares and traps that plague ministries of revitalization.</p> <p>Review and reflect on the materials for the day.</p>
Day 4	Topics	Class Activity
Day 4 Thursday Topic 1	<i>Conflict Resolution and Biblical Peacemaking</i> The Theology and Practice of Peacemaking	<p>Give a biblical foundation for the origins, styles, and types of conflict.</p> <p>Give biblical practices for handling each of the different kinds of conflict discussed in class.</p>
Day 4 Thursday Topic 2	<i>Leading Change Through Conflict</i> Understanding the dynamics of change management in conflict.	<p>Grasp the principles of leadership in change management.</p> <p>The “Berry Buckets of Change Management”</p>
Day 4 Thursday Topic 3	<i>The Lifecycle of the Church</i> Understanding the Lifecycle of a Church	<p>Discuss and understand the rhythms of church life, church growth, and church decline. This understanding will help pastors to approach their churches wisely as they seek to lead change. (Restart)</p>
Day 4 Thursday Topic 4	<i>The Lifecycle of Pastoring and Christian Leadership</i> Recognizing the cycles of life as they apply to pastoral ministry and other ministries.	<p>Help us understand how we respond to the stress of ministry and the need for personal relocation that sometimes drives us.</p>
	<i>Review and Summary:</i> Beginning to Put Together the Revitalization Process	<p>Work on personal and ministry development plans.</p>
	Possible a visit from a revitalization leader.	

Day 5	Topics	Class Activity
Day 5 Friday Topic 1	No Pain, No Gain Understand the cost of revitalization.	Church or ministry revitalization is not for the faint of heart. We must count the cost before proceeding.
Day 5 Friday Topic 2	<i>Scheduling Your Ministry; Setting Your Priorities, Using Your Spiritual Gifting, and Delegating Responsibilities</i> Understanding Your Gifting, Mastering Your Schedule, and Delegating Responsibilities	Most pastors and Christian leaders feel tremendous pressure “to do all that their constituents demand.” How can one possibly handle the pressures? Recognizing gifting, setting a schedule, and delegating responsibilities all play key roles in leading revitalization efforts.
Day 5 Friday Topic 3	<i>Recruiting a Mentor or a Coach</i> The use of coaches or mentors is a key component for church growth and ministry effectiveness.	We will discuss the need for coaches and mentors and how to discover them for your ministry health.
Day 5 Friday Topic 4	<i>Coaching Clusters: The Value of Peer to Peer Learning</i>	Many pastors and Christian leaders feel isolated and alone. A coaching cluster with peer to peer learning can be a powerful means of encouraging pastors and Christian leaders to do well and finish well, especially through the dark times of ministry. We will discuss what a coaching cluster is, how it functions, and how it can help develop long-term helpful habits for ministry.
Day 5 Friday Topic 5	<i>Review the Personal and Ministry Development Plans</i>	
Day 5 Friday Topic 6	<i>Course Debrief</i>	Course Evaluation
Day 5 Friday Topic 7	<i>The Triumph of Christ</i>	A simple reminder that the Lord, the Lamb, wins! Pastor Unique

Bibliography

Required Reading (1252 pages)

Brown, Lavern E., Gordon E. Penfold and Gary J. Westra. *Pastor Unique: Becoming a Turnaround Leader*. Bloomington, IN: WestBow, 2016. 311 pp.

Hodge, Scott, "Sharp Curve Ahead." *Leadership* (2005).
<http://www.theorchardcommunity.com/whoweare/ourstory/> 7 pp.

Hybels, Bill. *Courageous Leadership*. Grand Rapids, MI: Zondervan, 2012. 253 pp.

Malphurs, Aubrey and Gordon E. Penfold. *Re:Vision: The Key to Transforming Your Church*. Grand Rapids, MI: Baker, 2014. 275 pp.

McIntosh, Gary L. *There's Hope for Your Church: First Steps for Restoring Growth and Health*. Grand Rapids, MI: Baker, 2012. 195 pp.

———. *Taking Your Church to the Next Level: What Got You Here Won't Get You There*. Grand Rapids, MI: Baker, 2009. 211 pp.

Recommended Reading (Select most of your books from this section. Read no less than 748 pages total from this section for a total of 2000 pages. Feel free to read other volumes not listed here that may apply to your dissertation topic.)

Borden, Paul D. *Assaulting the Gates: Aiming God's People at the Mission Field*. Nashville, TN: Abingdon, 2009. 195 pp.

———. *Direct Hit: Aiming Real Leaders at the Mission Field*. Nashville, TN: Abingdon, 2006. 159 pp.

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———. *Make or Break Your Church in 365 Days: A Daily Guide to Leading Effective Change*. Nashville, TN: Abingdon, 2009. 215 pp.

Burns, Bob, Tasha D. Chapman, and Donald C. Guthrie. *Resilient Ministry: What Pastors Told Us About Surviving and Thriving*. Downers Grove, IL: IVP, 2013. 313 pp.

Collins, Jim. *Good to Great: Why Some Companies Make the Leap and Others Don't*. New York: Harper Business, 2001. 286 pp.

Hendricks, Howard G. and William D. Hendricks. *As Iron Sharpens Iron: Building Character In A Mentoring Relationship*. Chicago: Moody, 1995. 272 pp.

- Hunter III, George G. *The Celtic Way of Evangelism: How Christianity Can Reach the West Again*. Nashville, TN: Abingdon, 2000. 137 pp.
- Hesselgrave, David J. *Paradigms in Conflict: 10 Key Questions in Christian Mission Today*. Grand Rapids, MI: Kregel, 2005. 355 pp.
- Kotter, John. *Leading Change*. Boston: Harvard University Business Press, 2012. 186 pp.
- Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. San Francisco: Jossey-Bass, 2007. 368 pp.
- Malphurs, Aubrey. *Leading Leaders: Empowering Church Boards for Ministry Excellence*. Grand Rapids, MI: Baker, 2005. 243 pp.
- Malphurs, Aubrey. *Look Before You Lead: How to Discern & Shape Your Church Culture*. Grand Rapids, MI: Baker, 2013. 268 pp.
- . *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids, MI: Baker, 1996. 197 pp.
- Mancini, Will. *Church Unique: How Missional Leaders Cast Visions, Capture Culture, and Create Movement*. San Francisco: Jossey-Bass, 2008. 253 pp.
- McIntosh, Gary L. *Beyond the First Visit: The Complete Guide to Connecting Guests to Your Church*. Grand Rapids, MI: Baker, 2006. 184 pp.
- . *Biblical Church Growth: How You Can Work with God to Build a Faithful Church*. Grand Rapids, MI: Baker, 2003. 188 pp.
- Osborne, Larry. *Sticky Teams: Keeping Your Leadership Team and Staff on the Same Page*. Grand Rapids, MI: Zondervan, 2010. 221 pp.
- Patterson, Kerry, Joseph Grenny, Ron McMillan, and Al Switzler, *Crucial Conversations: Tools for Talking When Stakes Are High*. New York: McGraw Hill, 2012. 231 pp.
- Patton, Jeff. *If It Could Happen Here---: Turning the Small-Membership Church Around*. Nashville: Abingdon, 2002. 134 pp.
- Putnam, Jim and Bobby Harrington with Robert Coleman. *Discipleshift: Five Steps that Help Your Church to Make Disciples Who Make Disciples*. Grand Rapids: Zondervan, 2013.
- Rainer, Thom, *Autopsy of a Deceased Church: 12 Ways to Keep Yours Alive*. Nashville, TN: B & H, 2014. 101 pp.

- Rainer, Thom S. *High Expectations: The Remarkable Secret for Keeping People in Your Church*. Nashville, TN: B & H, 1999. 213 pp.
- Rainer, Thom and Eric Geiger. *Simple Church*. Nashville, TN: Zondervan, 2006. 256 pp.
- Rutland, Mark, *ReLaunch: How to Stage a Comeback*. Colorado Springs: David C. Cook, 2013. 294 pp.
- Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*. Grand Rapids: Baker, 2004. 305 pp.
- Stanley, Andy. *Deep and Wide: Creating Churches Unchurched People Love to Attend*. Grand Rapids, MI: Zondervan, 2012. 249 pp.
- . *Visioneering*. Sisters, OR: Multnomah, 1999. 272 pp.
- Stetzer, Ed and David Putnam. *Breaking the Missional Code: Your Church Can Become a Missionary in Your Community*. Nashville, TN: B & H, 2006. 244 pp.
- Stetzer, Ed and Mike Dodson. *Comeback Churches: How 300 Churches Turned Around and Yours Can Too*. Nashville, TN: B & H, 2006. 226 pp.
- Swindoll, Charles R. *Church Awakening: An Urgent Call for Renewal*. New York: FaithWords, 2010. 282pp.
- Warren, Rick. *Purpose Driven Church: Growth Without Compromising Your Message & Mission*. Grand Rapids, MI: Zondervan, 1995. 398 pp.

Precourse Assignment:

My Personal Goals

In future years I want others to remember me as . . .
(Overall Life Mission in 25 words or less)

Briefly stated, this Mission Statement means that . . .
(expand on the short statement above in one-half page.)

In the next five years, I hope to accomplish. . . (Basic Life Goals)

General Goals

Goal #1:

Goal #2:

Goal #3:

Spiritual Goals

Goal #1:

Goal #2:

Goal #3:

Family Goals

Goal #1:

Goal #2:

Goal #3:

Health Goals

Goal #1:

Goal #2:

Goal #3:

Wealth Goals

Goal #1:

Goal #2:

Goal #3:

Career Goals

Goal #1:

Goal #2:

Goal #3:

Precourse Assignment

My Ministry Goals

Write out Your Nine (9) Turnaround Goals for your church or ministry:

Three Short Range Goals (1-2 years)

Three Mid-Range Goals (3-5 years)

Three Long-Range Goals (5-7 years)

A. General Schedule

Please give an account of how you spend your time in ministry. Below are normal areas of ministry that consume our time. How many hours do you spend on each task an average each week in each of these areas? Bring the completed General Schedule with you to class 4 November 2019.

SERMON PREP	_____
WORSHIP PREP	_____
SUNDAY REPONSIBILITIES	_____
PLANNING/ADMINISTRATION	_____
MEETINGS	_____
SMALL GROUP MEETINGS	_____
VISITING CHURCH MEMBERS	_____
VISITING NEW PEOPLE	_____
PRAYER	_____
COUNSELING	_____
TIME IN THE COMMUNITY	_____
OTHER	_____
OTHER	_____
OTHER	_____

Please complete and print out Schedule B (found below) based on your current ministry activities. Bring the completed Schedule B with you to class 8 November 2019.

Complete Schedule C (also found below) before the beginning of class on Friday, 8 November 2019. You will need to show any needed changes to your work habits that will enable you to minister more effectively. For example, you may have to schedule specific times to be out in the community meeting people who are not yet Christ-followers rather than simply spending your entire day inside your office studying.

B. Personal Daily Schedule as it now exists

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6:00 am							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00 pm							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00-9:00							
9:00-11:00							
Other							

C. Your Modified Personal Schedule

Your New Personal Daily Schedule as you should arrange it for you to complete your mission and vision as you now understand it.

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6:00 am							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00 pm							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00-9:00							
9:00-11:00							
Other							