

Gathering 4 - Strategic Planning

JANUARY 15-16, 2025

RALEIGH, NC



Agenda At -A-Glance

Wednesday, January 15

1:00 - 5:00 pm Eastern

- Welcome & Recap
- Blue Sky Dreaming
- Beyond the Horizon

Thursday, January 16

8:00 - 5:00 pm Eastern

- Background Strategies
- Midground Focus
- Foreground Initiatives
- Napkin Sketch
- Closing & Homework



Multipliers Pathway Goals


Goals for This Gathering

- A deeper understanding of the Level 5 Framework, including where your church currently is and where you'd like to be in five years
- An excitement about the opportunities/possibilities represented in the *30 Behaviors of Reproducing Churches*
- A readiness to move from "could be" to "will be" and start the church-specific strategic planning for a future of increased church planting

Goals for the Whole Pathway

- A better understanding of multiplication
- A customized multiplication scorecard
- A new vision for multiplication
- A customized multiplication strategy
- Enthusiasm for implementing the plan
- A unifying and aligning team experience
- Tools for aligning your culture with multiplication

Note:

Throughout this workbook, the symbol , the adjacent URL is for a related video.

The symbol  is for a downloadable file.



Multipliers Pathway Resources

For additional resources, simply scan the QR code, or visit:

MULTIPLIERS.ORG/MP/RESOURCES

Review

Gospel Saturation Vision Scope

Identity

3 Micro Pathways

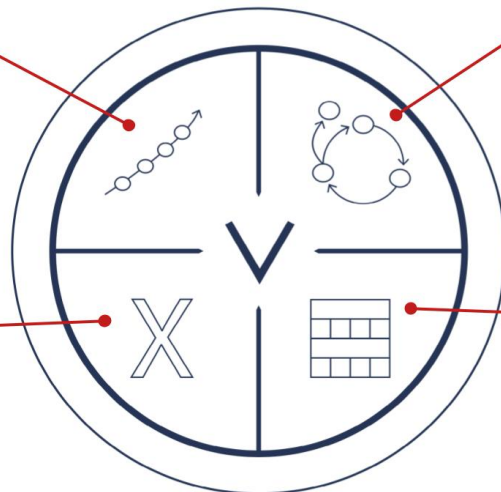
(line up with 3 dimensions of multiplication)

1. Disciple-Maker
2. Missionary
3. Leader

Impact

Scorecard

Measuring success and moving from good intentions to desired results and impact



Integration

Mobilization Flywheel

(integrates 3 micro pathways into a single flywheel)

The integrated macro pathway for equipping and mobilizing disciple-making missionaries

Intentionality

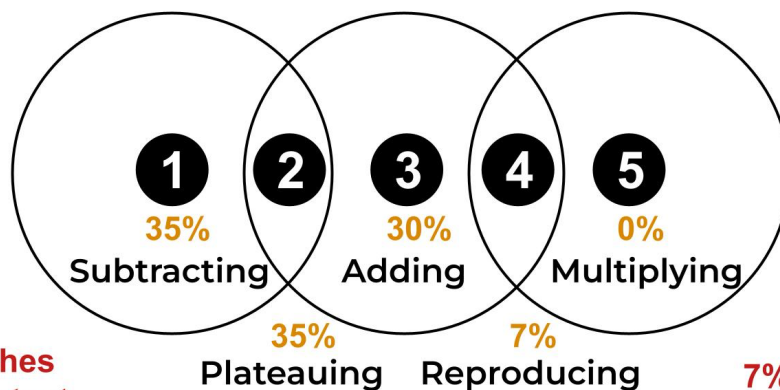
Strategic Planning

Using the 1414 planning tool for designing and implementing increased sending capacity

 multipliers.org/mp/GSVS (training on Gospel Saturation Vision Scope)



5 Levels of Multiplication



100% of churches have a core context at Levels 1, 2, or 3

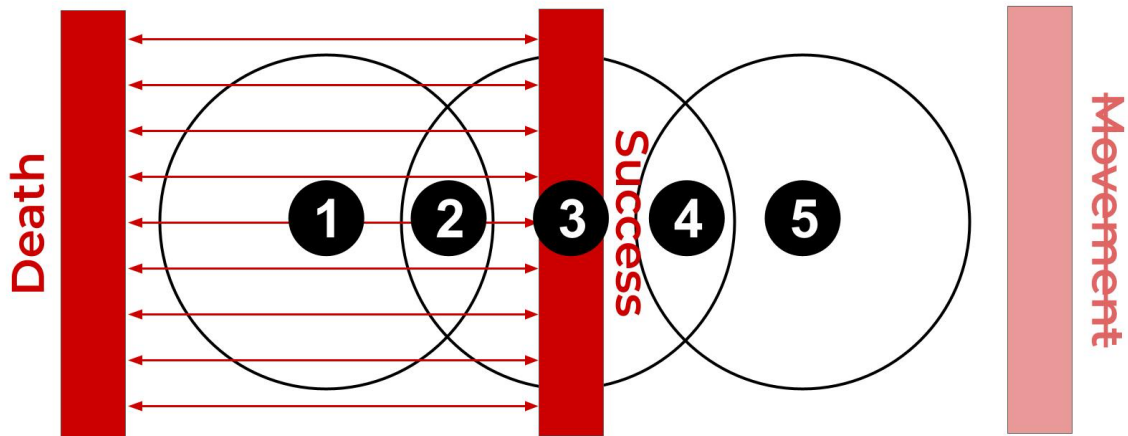
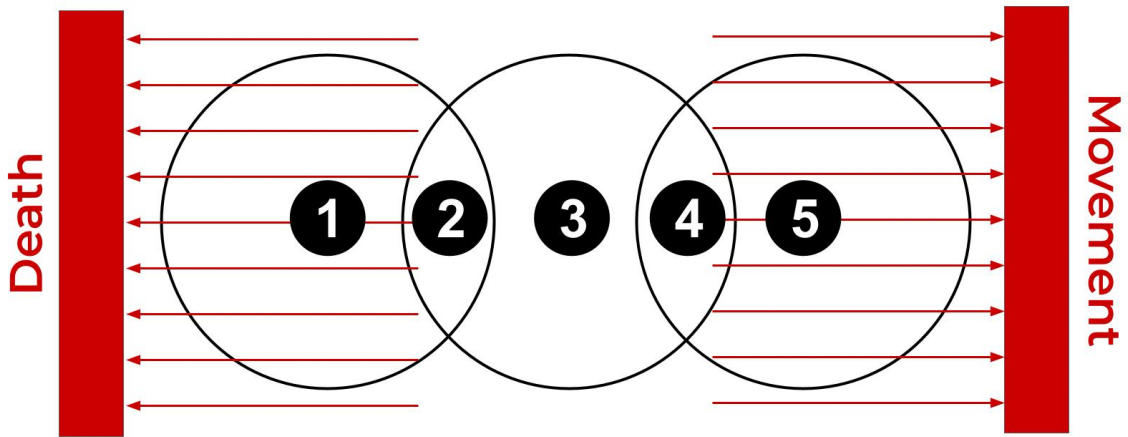
7% have behaviors at Level 4

 multipliers.org/mp/L5 (training on Level 5 Frameworks)



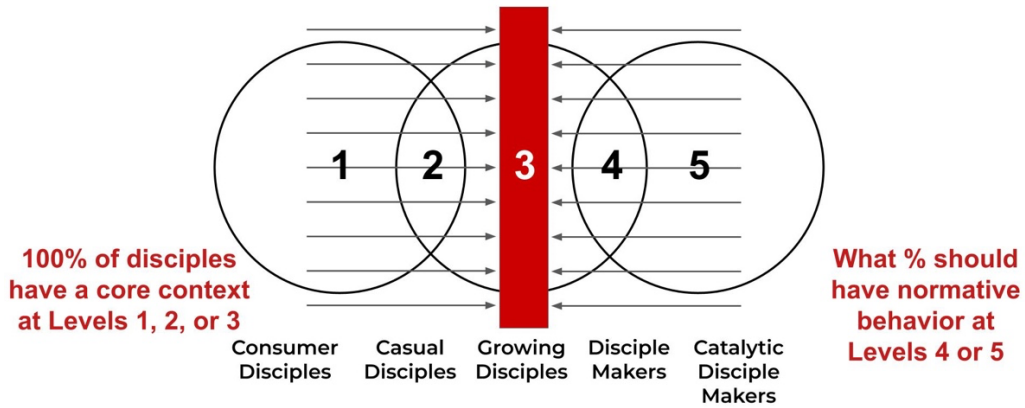
Review

Level 3 Magnet

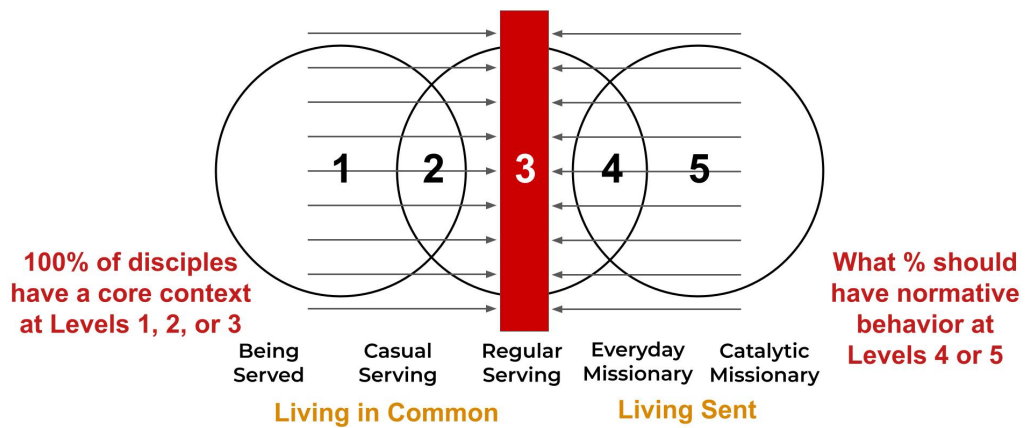


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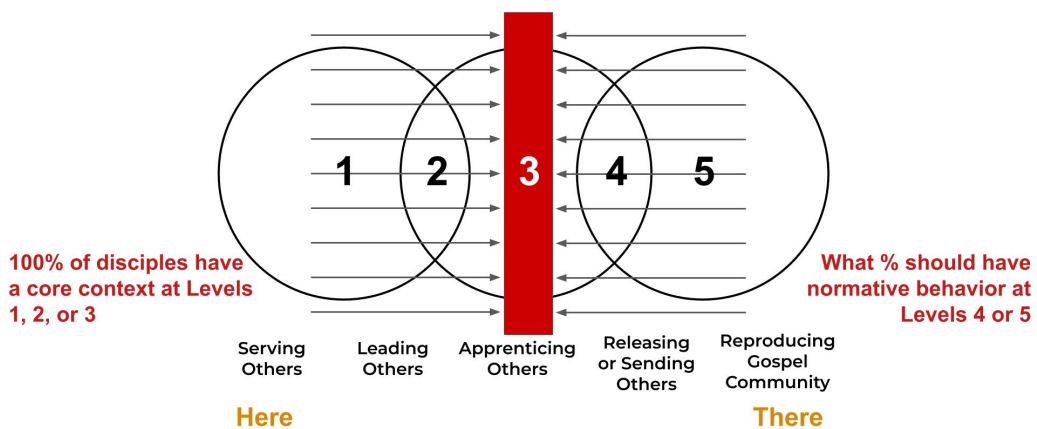
Level 3 Magnet (Applied to Disciple-Making)



Level 3 Magnet (Applied to Mobilization)

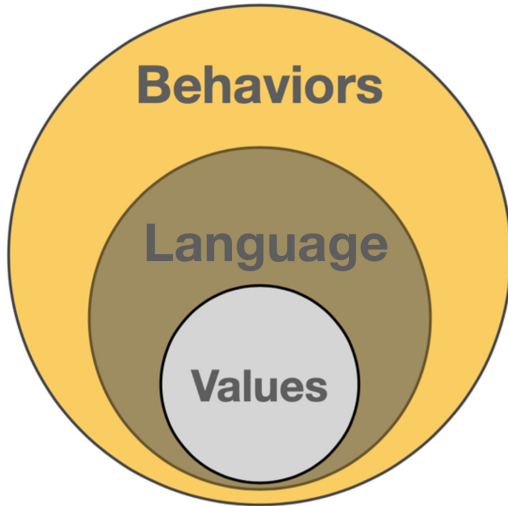


Level 3 Magnet (Applied to Capacity)



Review

Culture Alignment Model



BEHAVIORS

- What we do
- How we live out the values

LANGUAGE

- How we talk about it
- Consistency of words
- Story telling

VALUES

- What is important to us
- Spoken and unspoken
- More caught than taught

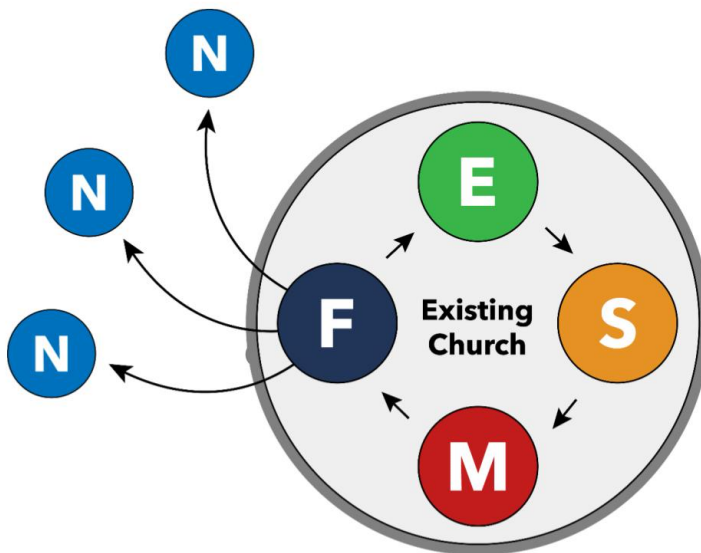
STRONG CULTURES HAVE:

1. CONGRUENCY
2. INTENTIONALITY

 multipliers.org/mp/culture (training on Culture Alignment Model)



The Mobilization Flywheel



- E** Entering My Mission Field
- S** Sowing Gospel Seeds
- M** Making Disciple-Makers
- F** Forming Faith Communities
- N** Planting New Churches

 multipliers.org/mp/flywheel (training on the Mobilization Flywheel)



Review

Your Team's Aha *(Table Exercise)*

1. At your tables, take 3 minutes to come up with a key "Aha" or learning from the journey so far.
2. Be prepared to share your Aha with the whole group.

DAY 1, SESSION 2a: BLUE SKY DREAMING

Review of Viable Pathways

Programmatic = Operating System "a"

- 100% of programmatic "a" churches are Level 1a, Level 2a or Level 3a and under the control of the Level 3 Magnet
 - 35% Level 1a
 - 35% Level 2a
 - 30% Level 3a
- 7% are Level 4a = **reproducing programmatically** vs. organically
- Level 4a+ = maximize their programmatic influence beyond writing checks
- Level 5a = a family of programmatically reproducing churches (Level 4a churches)

Programmatic reproduction (Level 4a) is better than no reproduction

Review of Viable Pathways

Relational/Organic = Operating System “b”

- 100% of programmatic “b” churches are Level 1b, Level 2b or Level 3b and generally not controlled by the Level 3 Magnet. Following are assumptions (no studies and very few churches):
 - 33% Level 1b
 - 33% Level 2b
 - 33% Level 3b
- ??% are Level 4b = **reproducing naturally/organically** (via generational disciple-making)
- Level 4b+ = a different type of support engagement yet to be understood
- Level 5b = multiplying family of organically reproducing churches (Level 4b)

Organic reproduction is inherently more viral!

What Are Our Viable Pathways?

Keep our programmatic “a” Operating System:

- Legacy (Remain a, Plant a)
- Evolutionary (Become a+, Plant a)
- Pioneering (Remain a/a+, Plant b)

Shift toward disciple-making “b” Operating System:

- Hybrid (Become ab, Plant a, ab, or b)
- Revolutionary (Become b, Plant b)

Review of Viable Pathways

Characteristics of Winning (Team Breakout)

Key Concept: Thinking that is not limited by the present realities and, therefore, able to develop new ideas.

Part 1: Given your church's chosen Viable Pathway, begin dreaming of a new reality without limits where your church is making significant strides toward gospel saturation.

Develop a list of **at least 10 characteristics describing what winning looks like** in your church and community twenty-five years from now.

Part 2: Identify your list's **three most important factors** or characteristics and rank them in order.

Be prepared to bring your sheet to the Group Breakout.

Example: Blue Sky 3 Most Important Factors

1. Ordinary missionaries living sent on every street
2. A growing decentralized city-wide prayer movement
3. Multiple streams of churches with generational church multiplication

Review of Viable Pathways

Top Three Characteristics (Group Breakout)

In your groups of three to four churches, complete the following:

1. Assign one participant to compile a consolidated list of all the church's "top threes" to be presented in the next session.
2. Share your top 10 list with the other churches, including your top three.
3. Discuss why these are your church's top three.
4. Discuss how your top three are reliant on and integrate with each other.

Top Three Characteristics (Large Group)

Bring your Group's compiled list back into the auditorium and designate a representative from your Group of churches to join the presenter on the stage to share it.

Contrast, compare, and highlight key insights.

Gospel Saturation Vision Scope Recap

Identity

3 Micro Pathways

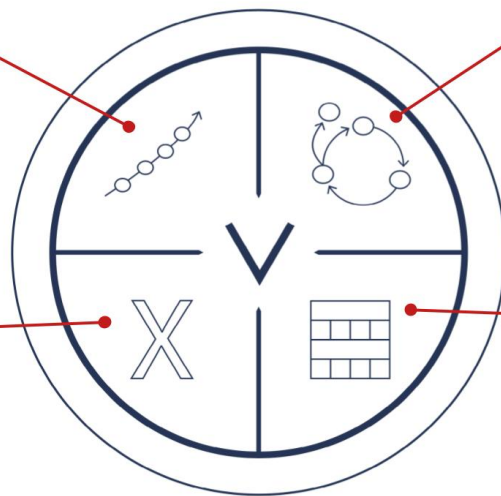
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multipliers.org/mp/GSVS (training on Gospel Saturation Vision Scope)



Beyond the Horizon Storyline

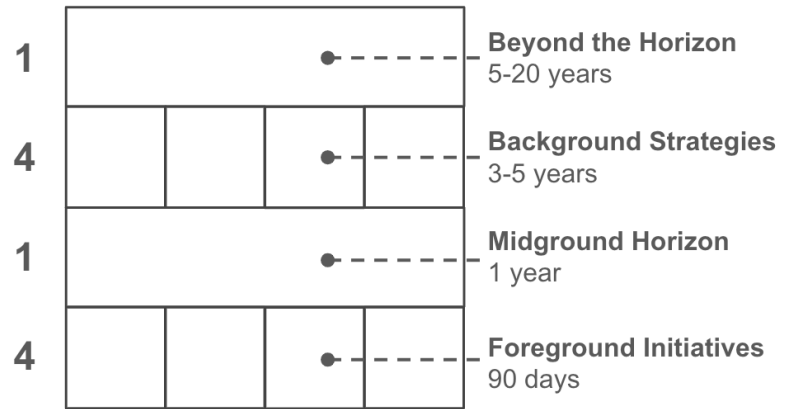
Overview:

- It is focused on Answering the question, "Where is God taking us?"
- It is balanced in providing a framework for strategic and tactical thinking and planning
- It is limited to 10 achievable goals
- It is simple enough to communicate and build buy-in with the entire church family
- It is designed to be assessed and renewed annually
- It is action-oriented and has a bias for execution and implementation

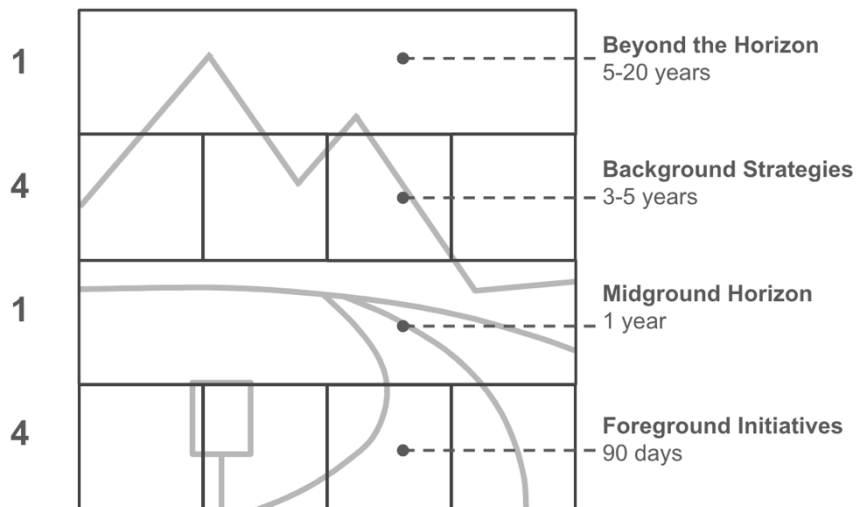
Overview of the 1.4./1.4. Tool



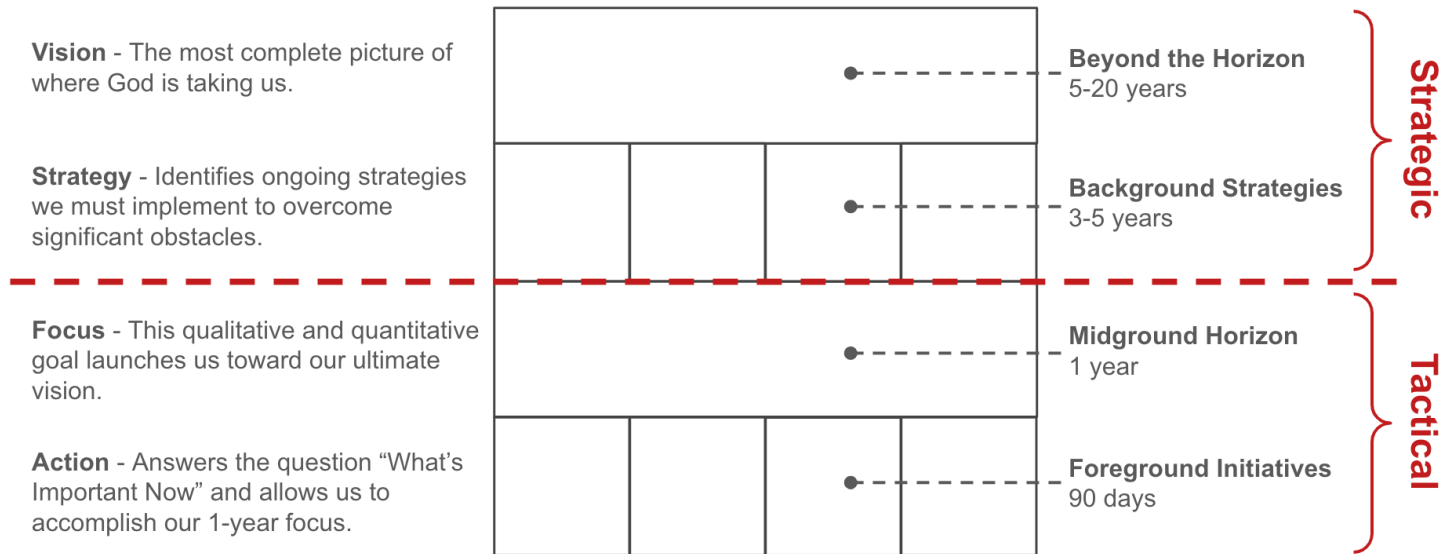
The mountain picture contains our time horizons as we consider where "God is taking us".



The Horizon Storyline is the most complete picture providing the right amount of vision content at the right amount of time in the culture for the entire leadership team.



Overview of 1.4./1.4. Tool



multipliers.org/mp/1414-worksheet



Horizon Storyline Sample 1



BEYOND THE HORIZON VISION (5 YEARS)			
<h2>A FAMILY ON MISSION</h2> <p><i>We see a growing family of disciples who gather with their friends and neighbors regularly at the common table resulting in the good news about Jesus being planted, taking root on the island, and bearing fruit in the lives of people on Nantucket for generations to come.</i></p>			
BACKGROUND VISION (3 YEARS)			
<h3>A NEW MISSION CULTURE</h3> <p>We will establish a culture where we engage regularly around the common table with our neighbors.</p>	<h3>GROWTH IN GENEROSITY</h3> <p>We will grow in generosity to support a growing church family.</p>	<h3>EXPANDED COMMUNION TABLE</h3> <p>We will expand Sunday mornings to make room for people who speak other languages and have specific needs.</p>	<h3>RELATIONAL DISCIPLESHIP PATHWAY</h3> <p>We will establish a discipleship pathway that is relational in nature and is effective at producing missional disciples.</p>
MIDGROUND VISION (1 YEAR)			
<h2>A CULTURE OF DISCIPLESHIP</h2> <p><i>Our one-year focus will be to launch our discipleship pathway by equipping our leaders to spend daily time at the quiet table and weekly time at the café table in groups of three. In one year's time we will have 12 disciple-makers, discipling 36 disciples.</i></p>			
FOREGROUND VISION (90 DAYS)			
<h3>NEW VISION LAUNCH</h3> <p>Our objective is for all our current and new leaders and volunteers to know, own, and begin living out our new mission culture.</p>	<h3>1ST GEN DISCIPLESHIP</h3> <p>Our objective is that 12 key leaders will experience our quiet and café table firsthand and be equipped to lead out in our discipling pathway.</p>	<h3>2ND GEN DISCIPLESHIP</h3> <p>Our objective is for our leaders to launch their first triad as a discipling maker.</p>	<h3>VISION CELEBRATION</h3> <p>Our objective is to celebrate the results of our first year of developing our new mission culture through stories that come out of our table experiences and to launch our second year by providing everyone who calls Summer Street home an opportunity to engage in our discipleship pathway.</p>

Horizon Storyline Sample 2



Churches of God
General Conference

BEYOND THE HORIZON VISION

CONTAGIOUS AWAKENING

By our 200th anniversary (2025), we will equip and release thousands of spiritually charged leaders to every man, woman, and child to whom we are sent. This will happen by positioning ourselves for a movement of the Holy Spirit through repentance, reconciliation, and prayer.

BACKGROUND VISION

CONTAGIOUS LEADERSHIP

We will establish an intentional leadership development process that engages current and future leaders.

CONTAGIOUS POSITIONING

We will review and change, as necessary, all polity and structures so that they reflect and support the furthering of the new mission of the CGGC.

CONTAGIOUS REPRODUCTION

We will place discipleship as the central work of the denomination and her churches.

CONTAGIOUS SPIRIT

We will joyfully pursue the person and work of the Holy Spirit as a vital aspect of the Trinity, the Church, and the CGGC.

MIDGROUND VISION

ReUNITE

By December of 2018, we envision 100 percent of regional leadership being invited and engaged in reuniting through prayer and purpose.

FOREGROUND VISION

ReSIGN

We will create a list of things to stop doing and assign an appropriate timeline to each item.

ReLEASE

We will release a movement of prayer with Ad Council, GC Staff, Regional Leadership, and specific prayer warriors around the new mission & vision.

ReCONCILE

We will launch a reconciliation team to invite and sit with regional leadership to the table for the building of relationship and trust.

ReBRAND

We will rebrand the image and communication of the CGGC.

PLANTING THE GOSPEL

We exist to develop ordinary people into extra-ordinary disciple-makers.

BEYOND THE HORIZON VISION (5 YEARS)			
<p><i>We see a movement of disciples multiplying to the fourth generation and beyond, planting micro-churches filled with disciples who make disciples forming networks of micro-churches.</i></p>			
BACKGROUND VISION (3 YEARS)			
<p>Mission Culture We will build a multiplication culture around the 5 Irreducible Questions of DM Operating System.</p>	<p>Build a Team of Disciple-Makers We must raise up a team of disciple-makers committed to making other disciples-makers.</p>	<p>Catalytic Disciple-Maker We will raise up a Catalytic Disciple-Maker to catalyze and serve as point on all local church planting and disciple-making.</p>	<p>Generational Disciple-Making and Church Planting We will make disciples to the fourth generation and plant churches to at least the third generation as we move toward a local movement.</p>
MIDGROUND VISION (1 YEAR)			
<p><i>As we continue to multiply micro-groups rapidly, we will launch at least three micro-churches forming a network of micro-churches by December 31, 2023.</i></p>			
FOREGROUND VISION (30-90 DAYS)			
<p>Mobilize a Local Leadership Team We will develop a team of 5 to 6 Multiplying Disciples providing oversight, vision, and coaching to the movement of micro-groups and micro churches.</p>	<p>Launch Home-Based Micro Churches We will launch multiple equipping groups for casting the vision and forming micro-churches.</p>	<p>Resource Development We will raise local funding for our Catalytic Disciples Maker to serve as a missionary in our community.</p>	<p>Conduct First Network of Micro-Church Gathering We will end our year with a celebration where we bring all our micro-groups, micro-churches, and interested people in a time of worship, equipping, vision casting, etc.</p>

Horizon Storyline Sample 4



A SIMPLE WAY
TO CONNECT
TO JESUS

BEYOND THE HORIZON VISION (5 YEARS)

Hope on the Beach Church dreams of connecting people to Jesus, by being an equipping church, leading a movement of disciples regularly launching new sites and micro churches right where we live, work, and play forming a network of churches committed to providing hope for all.

Over the next five years we will build the foundation for this movement by doubling our number of sites from 3 to 6 sites in south Walton and Bay County and beyond, while building a scalable model for rapid multiplication.

BACKGROUND VISION (3 YEARS)

Mission Culture

We will define our mission culture by answering the Five Irreducible Questions of Leadership allowing us to attune our leaders, align our programming and activate our multiplication plan.

Leadership Pipeline

We will build a Leadership Pipeline designed to recruit more volunteers and raise up new leaders for carrying out our multiplication plan.

Disciple-Making Plan

We will develop a disciple-making plan that is designed to build a strong foundation from which to launch micro-churches and new sites.

Central Campus and Site Plan

We will determine the best long-term use of our central campus for equipping and supporting a scalable site plan.

MIDGROUND VISION (1 YEAR)

We will launch a new Freeport site while engaging 80% of our congregation in the launch by the fall of 2024.

FOREGROUND VISION (30-90 DAYS)

Prayer and Fasting

Prayer and Fasting – We will mobilize our entire congregation around a prayer strategy for the greater Freeport area. Our goal is to provide practical opportunities through prayer walking and concerts of prayer to deepen our dependency on God for our next launch.

Champion our Mission Culture

We will complete the Five Irreducible Questions of Leadership and champion stories of people who are living out our mission.

Build and Launch Teams

We will build a central site team, a Freeport launch team, and other supporting teams as a prototype for how we will launch sites in the future.

Launch Micro-Groups

We will develop and launch a micro-group strategy in the Freeport area.

Hire Administrative Pastor

We will aggressively seek an Administrative Director/Pastor with skills in building teams, operational support, and a history of successful execution of plans.

Beyond the Horizon Storyline

The First "1" in the 1.4./1.4.

Beyond the Horizon 5-20 years			

Building Your Beyond the Horizon Storyline

Step 1: Multiplication Pathway Vision Template

Fill in the blanks:

We are a Level _____ Church,
aspiring to become a Level _____ Church.
We will plant Level _____ church plants,
ultimately becoming a Level _____ Family of Churches.

Sample Multiplication Pathway Vision

We are a Level 3 Church,
aspiring to become a Level 4a+ Church.
We will plant Level 4a+ church plants,
ultimately becoming a Level 5a+ Family of Churches.

Beyond the Horizon Storyline

Step 2: The 'One Picture' Idea:

- Sketch your local ministry area, including major roads, rivers, lakes, etc.
- Include your first-generation local ministry impact using a color marker, beginning with your church and moving out
- Using another color marker, include your second generation of ministry impact
- Using a third color marker, include your third generation of ministry impact
- Make sure you capture how your future vision is moving you toward gospel saturation



multipliers.org/mp/sample-1-pic



Step 3: Vision Summary

Describe the impact of your church's future ministry in one short paragraph.

Sample 1: A missionary on every street and a micro church in every neighborhood for the purpose of gospel saturation in Kansas City. ~KC Underground

Sample 2: We see the water level for Jesus-style disciple-making rising in our country as it becomes the normative behavior of the big "C" church. ~Planting the Gospel

Question & Answer (Large Group)

Beyond the Horizon Storyline Vision Summary

Draft Your Beyond the Horizon Storyline *(Team Breakout)*

Review the previous session on Beyond the Horizon Vision with your team and follow those instructions (pages 4.18-19 above). In this breakout, you will complete the following and be prepared to present it during the Group Breakouts.

Step 1: Determine your **Multiplication Pathway Vision Template** and put it on the top of a flipchart.

Step 2: On another flipchart page, draw your **One Picture Idea** using the specific instructions in the previous session.

Step 3: Based on your Multiplication Pathway and One Picture Idea, develop a short **Vision Summary** and include it on one of those flipchart pages.

Share Your Beyond the Horizon Storyline *(Group Breakout)*

1. Present your church's flipchart in 3 minutes or less, including its Multiplication Pathway Vision Template, One Picture Idea, and Vision Summary.
2. Each church team provides feedback on each presentation.
3. Find the pre-drawn master 1.4./1.4. tool in your church's flip chart pad. Add your Vision Summary to the first row (the Horizon Storyline box).

Beyond the Horizon Storyline Vision Summary

Sample 1.4./1.4. with Beyond the Horizon Storyline Vision Summary

Beyond the Horizon Vision: 5-10 Years			
<p>We envision a growing family of 5ab churches multiplying extraordinary disciple-makers who are living sent as everyday missionaries planting new expressions of faith with a gospel reach for every single person living in the tri-city region.</p>			
Background Strategies: 3-5 Years			
Midground Focus: 1 Year			
Foreground Initiatives: 90-Days			

The Vivid Description Model

A Vivid Description paints the picture of your church's future ministry in 3 to 4 short paragraphs.

Characteristics of a Vivid Vision Description:

- a. Solves a Problem
- b. Paints a Picture
- c. Stirs the Heart
- d. God-Sizes the Vision

Vivid Description Example 1

I will build a motor car for the great multitude. It will be large enough for the family but small enough for the individual to run and care for. It will be constructed of the best materials, by the best men to be hired after the simplest designs that modern engineering can devise. But it will be so low in price that no man making a good salary will be undoable to own one - and enjoy with his family the blessings of hours of pleasure in God's great open spaces.

Henry Ford

Vivid Description Example 2

We will catalyze a disciple-making movement. It will consist of simple tools and approaches that work anywhere, at any pace, empowering any person. It will be simple to reproduce, give immediate disciple-making results, and be bulletproof against any pandemic or disruption. It will reproduce rapidly and spread from one relationship to the other. It will allow ordinary people to live extraordinary lives and to have an extraordinary gospel impact right where they live, work, and play. It will reshape the way we do church, transforming our churches from weekend experiences to disciple-making movements. We will work alongside other like-minded partners around the globe toward the redemption, renewal, and restoration of all things as we join Jesus in planting the gospel in the most fertile fields of our world.

Planting the Gospel

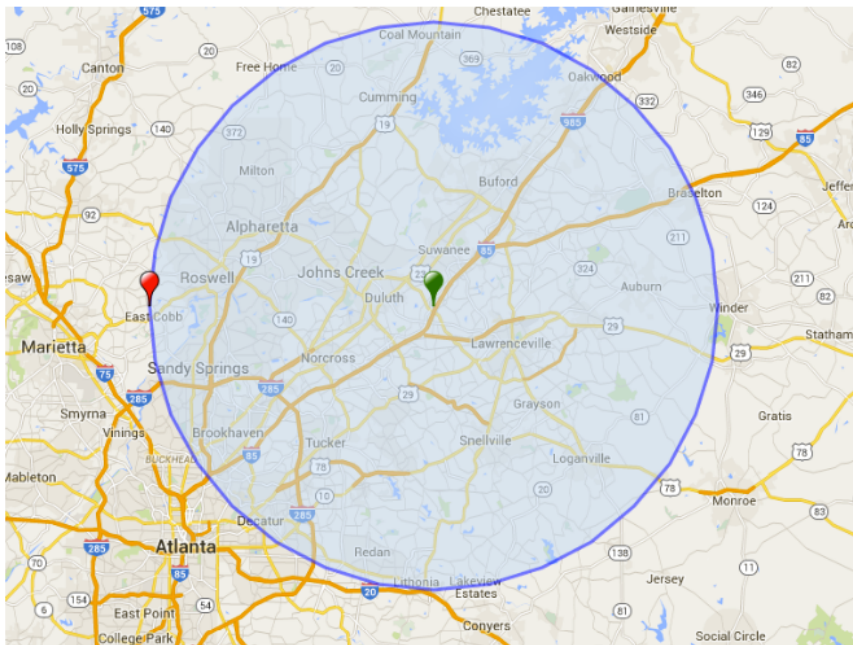
Vivid Description Sample 1

1. Short Summary

Over the next seven years, Cross Pointe will make a Gospel connection with every household within a 20 mile radius of our central (Sugarloaf) campus.

Narrative Story

Cross Pointe believes our originating (Sugarloaf) campus is a launching point to reach the northeast region of Atlanta. A 20-mile radius around the Sugarloaf Campus encompasses Duluth, Lawrenceville, Johns Creek, Dacula, Hoschton, Buford, Sugar Hill and other suburban cities, with a population exceeding 2 million people or 825,000 households. About 80% of this number, or 1.6 million people, are not connected to any local church.



A Gospel connection is an opportunity to attend a Cross Pointe campus within a 15-minute drive of your home, and intentional effort on the part of each Cross Pointe campus to create awareness of the church with 100% of the households within their circle of influence.

Cross Pointe will target young families with children, the largest demographic group in this region, with clear invitations for adults to follow Jesus, and ministries for children and teens that will lead them toward Christ. We will partner with parents to build a strong spiritual and moral foundation in their children's lives. We will provide an easily-navigated discipleship path for all ages that will help people grow in their faith, in serving and sharing their faith with others, and give awareness of "what's next" in their spiritual journey. If we reach families, we will not only see adults saved, but we begin building the next generation of young Christ-followers to carry on the work of reaching northeast Atlanta for Jesus.

In order to impact northeast Atlanta, and especially families in this dense and traffic-stricken region, multiple campuses will be required to provide Gospel-driven ministry within practical reach of the area's many neighborhoods. We envision two additional campuses joining our present 2-3 campuses over the next seven years.

As we clearly articulate this vision to our attendees and guests, and execute the vision in northeast Atlanta, we will be known as a church that preaches the truth of the Bible, builds a Christ-centered foundation in families, leads believers to become cross-centered followers of Jesus, and has a passion for meeting the greatest spiritual needs of every person in our circle of influence.

Vivid Description Sample 2

Calvary Beyond the Horizon Vision

Creating a Vivid Description for the Next 10 Years

Short Summary:

X150 - Calvary will focus on multiplying by 150 churches, raising up 150 champions, and rescuing 150 children bringing deeper and wider gospel saturation in Tampa Bay, in strategic cities nationally, and through strategic mission partnerships internationally by our 150 yrs. anniversary. (Leadership Multiplication & Geographic Saturation)

Vivid Description:

When you plant a biblical, missional, Gospel church that preaches the Gospel of Jesus Christ, you end up impacting everything that is important in the Kingdom of God. When a church is what a church ought to be . . . then orphans get adopted, widows get cared for, the sick are prayed over, the poor are served, the lost are evangelized, the saved are disciplined, the children are educated, injustice is confronted, Christ is magnified! When a Gospel church is planted, the Kingdom of God grows!

After a 10-year season of institutional renovation and expanded worship attendance which included the relocation of our primary campus and the high successful launch of the “first multi-site campus in East Lake, Calvary will spend the next 10 years up to its 150 year anniversary multiplying leadership to bring deeper and wider gospel saturation through church planting and multi-site strategies locally in Tampa Bay, nationally through church planting in strategic cities, and internationally.

In the next 10 years Calvary’s focus will change from addition to multiplication. From health and numerical growth, to developing, equipping, and deploying leaders to lead gospel movements in Tampa Bay, strategic North American cities, and international partnerships. Calvary will do this through multiplying leaders who will lead new multi-site strategies in the Tampa Bay areas and revitalizing dying churches with an infusion of effective leadership, biblical mission and captivating vision. Calvary will do this nationally by equipping and supporting church planters in strategic cities throughout North America. Calvary will create a church planting process that will recruit, train, and support church planters nationally. Calvary will do this internationally through strategic international partnerships that focus on orphan care, equipping national leaders, and planting new churches.

The Vivid Description Model

Vivid Description Outline

Questions to consider:

- a. How might you paint a picture? What images and metaphors come to mind?
- b. How might you solve a problem? What inherent dilemmas does vision address?
- c. How might you stir the heart? What makes the vision attractive?
- d. How might you God-size it? What kind of stretch-thinking would be a step of faith for your people?



multipliers.org/mp/vivid-outline



Critique Vivid Vision Examples *(Table Exercise)*

Part 1: Review the samples of Vivid Vision Descriptions on pages 4.23-24 above, identifying the following for each:

- What problem did it solve?
- How did it paint a picture?
- Did the vision stir the heart, and how?
- How did it God-size the vision?

The Vivid Description Outline

Part 2: Using the Vivid Description outline, brainstorm 4 to 5 ideas for each question in Part 1.



multipliers.org/mp/vivid-outline



Part 3: Your **homework** is to create a Vivid Vision Description and be prepared to share it at the February virtual gathering.

Wrap Up Question & Answer (Large Group)

The Parable of the Growing Seed

²⁶ He also said, "This is what the kingdom of God is like. A man scatters seed on the ground.

²⁷ Night and day, whether he sleeps or gets up, the seed sprouts and grows, though he does not know how. ²⁸ All by itself the soil produces grain—first the stalk, then the head, then the full kernel in the head. ²⁹ As soon as the grain is ripe, he puts the sickle to it, because the harvest has come."

Mark 4:26-29 (NIV)

Discovery Questions (Large Group)

- What does this passage say about God?

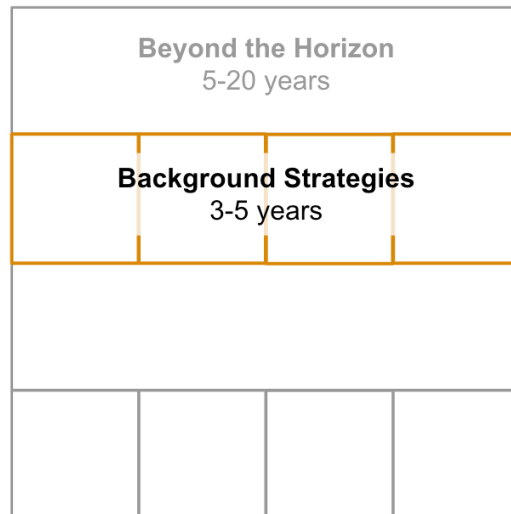
- What does this passage say about people?

- What does this passage say about me?

- Based on this passage, I will:

Now, Future, How

The First "4" in the 1.4./1.4.



Background Strategies...

- Relate directly to accomplishing one's Beyond the Horizon Vision
- Are the mountains in the background or big rocks we must climb or remove to accomplish our vision
- Continuously run in the background
- Need to be renewed or replaced every 3 to 5 years
- Are all ongoing but may be completed

Now, Future, How

What Are Your Rocks? (Large Group)

- Some behaviors are more important than others.
- Three lenses:
 - Level 3 Behaviors that need to be changed
 - Level 4 Behaviors that need to be enhanced
 - New Level 4 Behaviors that need to be started
- Balancing the priorities of your chosen pathway (internal vs external)

Breakout Part 1: Draft Your Now, Future, How (Team Breakout)

1. Find the “Now and Future” and your “How” pages in your flip chart pad (there are 2 pages).
2. Populate the “Now” side of the flip chart to show where you are currently as a church. Make sure you include, but don’t limit your list to, the Level Four behavior you currently practice from your homework (list 15 to 20).
3. Populate your flip chart's “Future” side with where you are headed in the next 3 to 5 years. This list should include a) Level 3 Behaviors that need to be changed, b) Level 4 Behaviors that need to be enhanced, and c) New Level 4 Behaviors that need to be started. See the example on the next slide.
4. Contrasting and comparing your “Now” and “Future” columns, now populate your “How” flip chart page with what it is going to take to move your church from “Now” to the “Future.” You are now addressing “How we will do it.” You will use the “how” to develop your four background strategies (shoot to have 8-12 at this point)

Now, Future, How

Sample Now, Future, How Worksheet

Now - Where are we?	Future - Where are we headed?	How will we get there?
10 small groups that meet in our building.	3 Generations of disciple-makers	Implement Jesus Style Disciple-Making Strategy
5 Church Plants we are supporting Financially	Plant 5 micro-churches	Build Multiplication Culture
15 different ministries for our people	5 Essential ministries	
4 weekend worship services	2 weekend worship services	
\$2.5 million in debt	0 Debt	
5 outreach ministries in our community	10 to 15 discipleship groups in our community	
Addition-Based Culture	Multiplication Culture	
80% Consumer or Casual Disciples/20% Growing Disciples/2% Reproducing Disciples	10% of our church reproducing disciple-makers	
No specific funding going into church planting	At least 10% of our budget to church planting.	

Now, Future, How

Breakout Part 2: Determining Your Strategic Rocks *(Team Breakout)*

1. Group, collapse, and consolidate your “How” list into four big ideas. You can use symbols to group them on the left hand of the column (#, >, X, @, +, etc.)
2. Give your four big ideas a name and a simple definition or description on the right-hand column of your flip chart. In the next exercise, you will use this list to build your background strategies.

4 Big Ideas Presentation *(Group Breakout)*

In your groups of three to four churches, take turns sharing your 4 Big Ideas with the other churches and get their feedback.

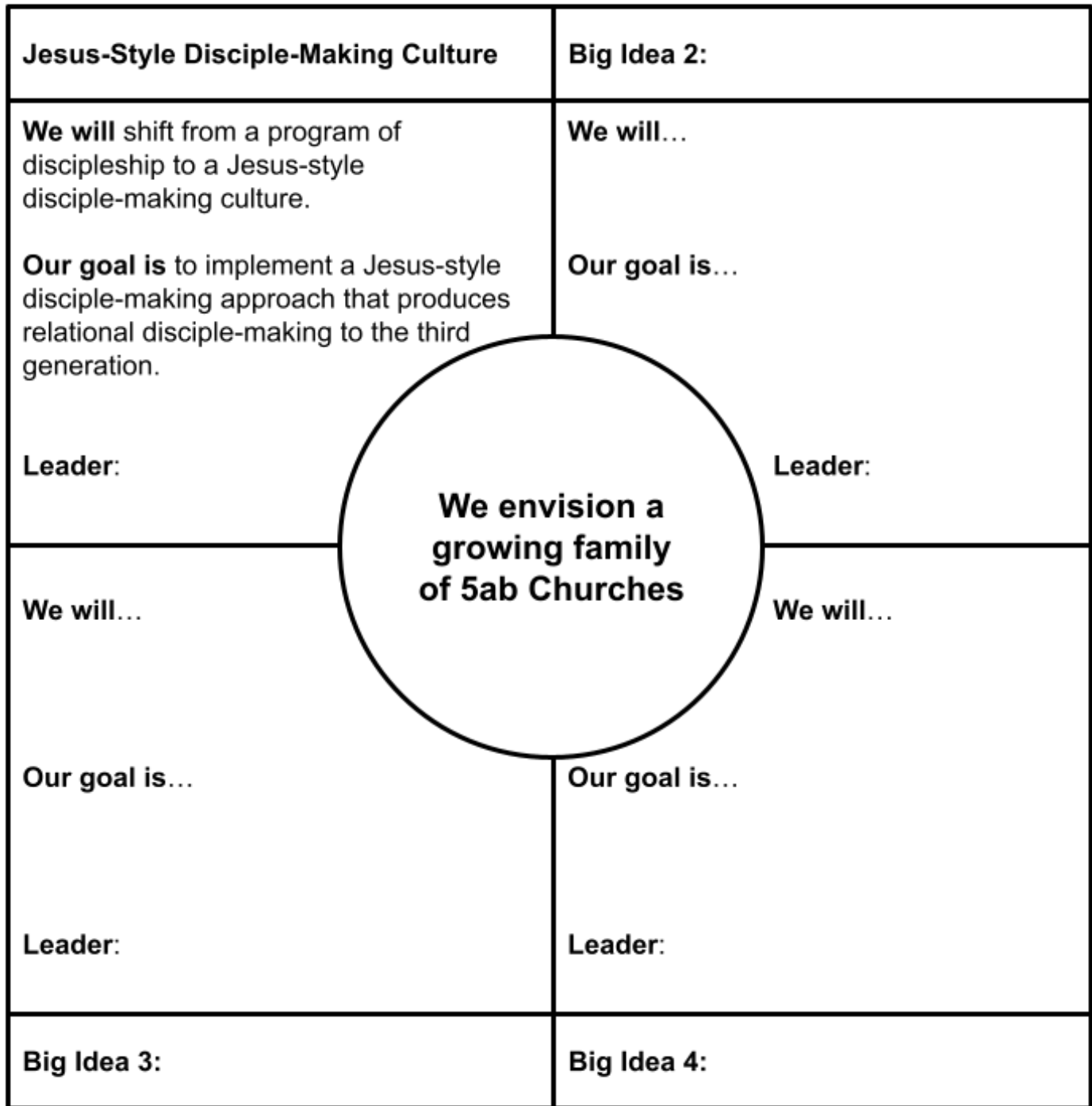
Now, Future, How

Sample 1.4./1.4. with Background Strategies

Beyond the Horizon Vision: 5-10 Years			
We envision a growing family of 5ab churches multiplying extraordinary disciple-makers who are living sent as everyday missionaries planting new expressions of faith with a gospel reach for every single person living in the tri-city region.			
Background Strategies: 3-5 Years			
Jesus Style Disciple-Making Culture - We will shift from a program of discipleship to a Jesus-style disciple-making culture.			
Midground Focus: 1 Year			
Foreground Initiatives: 90-Days			

Build Out Your Background Strategies

Sample Background Strategies Buildout



Build Out Your Background Strategies

Background Strategies Buildout Exercise *(Team Breakout)*

1. Find the pre-drawn buildout chart in your flip chart pad. See also sample on previous page.



multipliers.org/mp/background-buildout



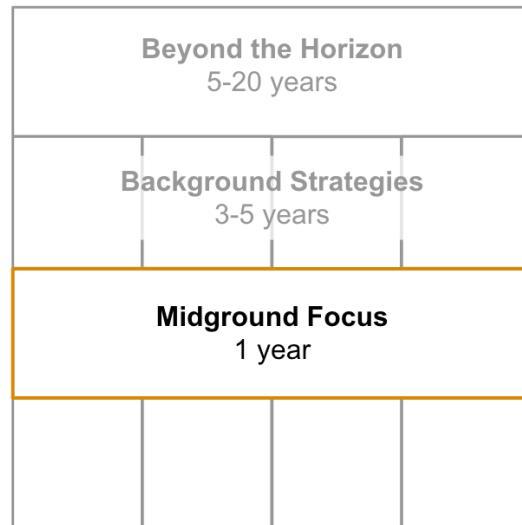
2. Place the names your four 'Big Ideas' on the chart.
3. For at least one of your Big Ideas (the others will become homework):
 - a. develop a "We will" statement and make sure you define the concept behind the idea.
 - b. Set a specific, measurable goal for each 'Big Idea'.
 - c. Determine and name a leader for each 'Big Idea'.
4. Find the pre-drawn master 1.4./1.4. tool in your church's flip chart pad. Populate your Background Strategies with your four 'Big Ideas' and any "We will" statements (see sample on Workbook page 4.32).

Background Strategies Buildout Presentation *(Group Breakout)*

In your groups of three to four churches, take turns sharing your Background Strategies Buildout and your partially completed Master 1.4./1.4. Tool with the other churches and get their feedback.

Craft Your Midground Focus

The Second "1" in the 1.4./1.4.



A Midground Focus...

- Is a single emphasis stated as a 1-year goal that is both an inspiring picture (qualitative) and a measurable number (quantitative)
- Answers, "If you could only focus on one thing based on your long-range goals, what would it be?"
- Results from a quick brainstorming session with your team and can often be obvious based on your previous work

Craft Your Midground Focus

Sample Midground Focus Brainstorm:

- Implement a new multiplication scorecard system
- Plant our first church
- Launch a simple expression of faith that multiplies
- Capture stories of multiplication
- Implement a relational disciple-making approach that multiplies to the 2nd generation
- Prayer walk our entire city intentionally looking for Persons-of-Peace
- Intentionally build a multiplication culture in our church

Midground Focus Example 1:

Disciple-Making Engagement Midground Focus

- A good Midground Focus is NOT, "In the next year, we want to offer more disciple-making opportunities than ever before."
- A good Midground Focus is, "We want to see Jesus-style disciple-making multiplying to 3 generations with at least 16% of our church attenders actively engaged in disciple-making as a lifestyle".

Midground Focus Example 2:

Mobilizing everyday missionaries to live sent

- A good Midground Focus is NOT, "Next year we want more people living sent."
- A good Midground Focus is, "In the next year, we want to see 20% of our active church attenders discovering their special calling and identifying a place outside of the church they can live sent."

Craft Your Midground Focus

Midground Focus Example 3:

Developing a multiplication culture

- A good Midground Focus is NOT, “Next year, we want to shift our culture from addition to multiplication.”
- A good Midground Focus is, “In the next year, we want to roll out our new multiplication values, language, and behaviors by capturing 100 compelling stories of multiplication impact.”

Midground Focus Buildout Exercise (*Team Breakout*)

1. Take a few minutes to brainstorm and list potential Midground Focus ideas. Don't overlook the obvious from all your previous work. In the first round, resist the temptation to quantify your midground focus ideas.
2. Take your list of ideas and reduce it down to the top 3 midground focus ideas. Determine the “one thing” that most impacts your Beyond the Horizon Vision. This will be your first “one-year focus”.
3. Review the Midground Focus examples listed above.
4. Turn your Midground Focus into a quantitative goal.
5. Find the pre-drawn master 1.4./1.4. tool in your church's flip chart pad. Add your Midground Focus goal to the third row. See samples on Workbook pages 4.14-17.

Craft Your Midground Focus

Midground Focus Buildout Presentation (Group Breakout)

In your groups of three to four churches, take turns sharing your Midground Focus Buildout and your partially completed Master 1.4./1.4. Tool with the other churches and get their feedback.

Craft Your Midground Focus

Sample 1.4./1.4. with Midground Focus

Beyond the Horizon Vision: 5-10 Years			
We envision a growing family of 5ab churches multiplying extraordinary disciple-makers who are living sent as everyday missionaries planting new expressions of faith with a gospel reach for every single person living in the tri-city region.			
Background Strategies: 3-5 Years			
Jesus Style Disciple-Making Culture - We will shift from a program of discipleship to a Jesus-style disciple-making culture.			
Midground Focus: 1 Year			
We want to see Jesus-style disciple-making multiplying to 3 generations with at least 16% of our church attenders actively engaged in disciple-making as a lifestyle moving outside the church.			
Foreground Initiatives: 90-Days			

Build Out Your Foreground Action Initiatives

The Second “4” in the 1.4./1.4.



What’s Important Now?

“What’s Important Now?” was first developed by Lou Holtz while coaching at Notre Dame. His weekly Midground Focus was winning the upcoming game. As the coaches would come together to gameplan for the following week, he would take a whiteboard and write across the top, “What’s Important Now (W.I.N.)?” At the end of their team meeting, they had a game plan designed to win.

Foreground Action Initiatives...

- Help us define “How we win”
- Are where the work gets done
- Are designed around the teams that will be executing them
- Should be reviewed weekly to let you know if you are winning
- Embrace the ‘Power of Four’
- Embrace 90 days as a season of success

Build Out Your Foreground Action Initiatives

Breakout Part 1: Foreground Action Initiatives Process Work *(Team Breakout)*

1. Start by doing a quick review of your Midground Focus.
2. On a flip chart brainstorm the answer to “What’s Important Now?” making a list of 12 to 15 key actions. Remember that we are creating Action Initiatives toward the Midground Focus.
3. Group your key actions into four buckets by grouping, collapsing, and consolidating your key actions.
4. Give each Action Initiative bucket a name.

Sample Foreground Action Initiatives Brainstorm:

Three Generations of Jesus-style Disciple-making with 16% engagement.

- Determine disciple-making approach and plan
- Recruit key leaders
- Provide training and recruitment opportunities
- Develop simple coaching and accountability system
- Preach sermon series on Jesus-style disciple-making

Build Out Your Foreground Action Initiatives

Breakout Part 2: Foreground Action Initiatives Buildout *(Team Breakout)*

1. Find the pre-drawn buildout chart in your flip chart pad. See also sample on page 4.37.



multipliers.org/mp/foreground-buildout



2. Name your four Action Initiatives.

3. For at least one of your Foreground Action Initiatives (the others will become homework):
 - a. develop a “We will” statement and make sure you define the concept behind the idea.

Build Out Your Foreground Action Initiatives

Breakout Part 2 *(continued)*

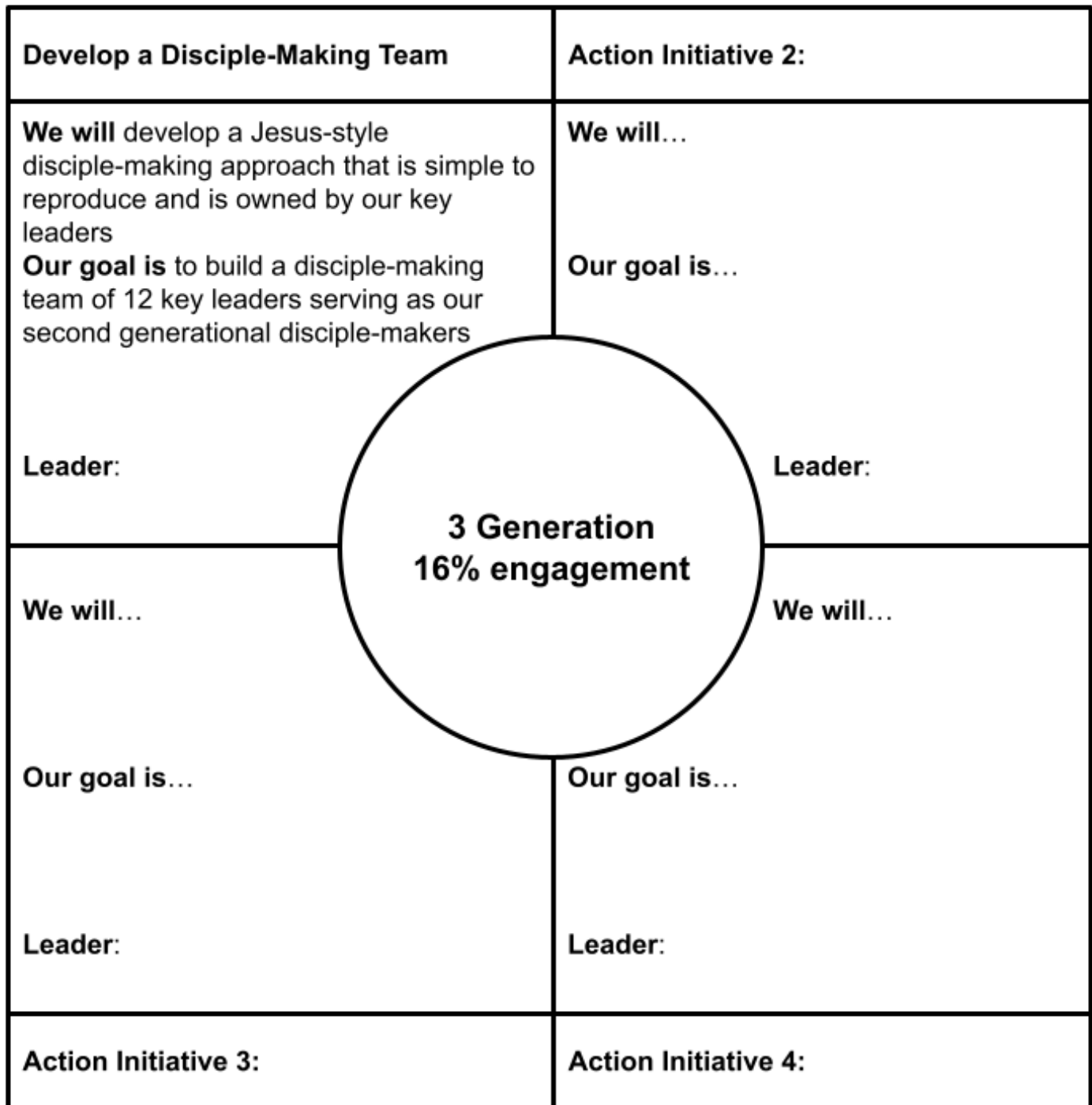
b. Set a specific, measurable goal for each Action Initiative.

c. Determine and name a leader for each Action Initiative..

4. Find the pre-drawn master 1.4./1.4. tool in your church's flip chart pad. Add your Action Initiatives to the boxes in the fourth row, including any "We will" statements.

Build Out Your Foreground Action Initiatives

Sample Foreground Action Initiatives Buildout



Build Out Your Foreground Action Initiatives

Foreground Action Initiatives Buildout Presentation (Group Breakout)

In your groups of three to four churches, take turns sharing your Foreground Action Initiatives Buildout and your draft Master 1.4./1.4. Tool with the other churches and get their feedback.

Build Out Your Foreground Action Initiatives

Sample 1.4./1.4. with Foreground Action Initiatives

Beyond the Horizon Vision: 5-10 Years			
<p>We envision a growing family of 5ab churches multiplying extraordinary disciple-makers who are living sent as everyday missionaries planting new expressions of faith with a gospel reach for every single person living in the tri-city region.</p>			
Background Strategies: 3-5 Years			
<p>Jesus Style Disciple-Making Culture - We will shift from a program of discipleship to a Jesus-style disciple-making culture.</p>			
Midground Focus: 1 Year			
<p>We want to see Jesus-style disciple-making multiplying to 3 generations with at least 16% of our church attenders actively engaged in disciple-making as a lifestyle moving outside the church.</p>			
Foreground Initiatives: 90-Days			
<p>Develop a Disciple-Making Team - We will develop a disciple-making team that will consist of at least 12 key leaders committed to and actively practicing Jesus-style disciple-making and refining our disciple-making approach.</p>	<p>Practice Second Generational Disciple-Making - We will launch a second generation of disciple-making going from 12 key leaders to a total of 12 disciple-makers with a total of 36 disciples from within and without the church.</p>	<p>Celebrate Compelling Disciple-Making Stories - We will capture 26 compelling videos that tell the story of Jesus-style disciple-making to be used to invites others into Jesus-style disciple-making.</p>	<p>Launch Third Generational Disciple-Making - We will multiply our second-generation disciple-makers by starting at least 10 new third generation disciple-making groups focusing on making disciples where we live, work, play, study, and worship.</p>

Multiplication Plan Napkin Sketch Test

Congratulations! You have done the groundwork for developing your 1.4./1.4. Multiplication Plan.

- Your Multiplication Plan is like a garden that has been freshly planted. You will need to cultivate and nurture it for it to become fruitful and multiply.
- The purpose of the Napkin Sketch Test is to internalize your 1.4./1.4. by creating a visual of your Multiplication Plan on a flip chart that can be easily communicated.
- You will use creative shorthand by drawing keywords, phrases, numbers or symbols to represent you entire Multiplication Plan.

Multiplication Plan Napkin Sketch Test

Sample Napkin Sketch



Multiplication Plan Napkin Sketch Test

Craft Your Multiplication Plan Napkin Sketch *(Team Breakout)*

1. Quickly review the most complete version of your written 1.4./1.4.
2. Individually, take a quick stab at your own version of your 1.4./1.4. Napkin Drawing on Workbook page 4.48.
3. Together, share key elements of your individual Napkin Sketch drawings with each other.
4. Find the pre-drawn Napkin Sketch table in your church's flip chart pad. Populate it by drawing keywords, phrases, numbers or symbols to represent you entire Multiplication Plan.
5. Practice telling the story of your 1.4./1.4. with each other using your Napkin Sketch.
6. Choose someone to present your Team's Napkin Sketch in your Group breakout.

Multiplication Plan Napkin Sketch Presentation *(Group Breakout)*

In your groups of three to four churches, take turns sharing your 1.4./1.4. Multiplication Plan Napkin Sketch with the other churches and get their feedback.

Multiplication Plan Napkin Sketch Test

Multiplication Plan Napkin Sketch Vision Showcase *(Large Group)*

1. Hang your church's Napkin Sketch in the lobby (please do **not** use our host's stenciled walls).
2. Assign one representative from your church to remain by your church's Napkin Sketch to answer questions.
3. All other participants visit at least half of the Napkin Sketches in the lobby and interact with the church's representative.

DAY 2: CLOSING THOUGHTS AND HOMEWORK

Closing Thoughts

Question & Answer *(Large Group)*

Where We're Headed

Your Church-Specific Multiplication Plan

The following elements will be included in your final Multipliers Pathway church-specific multiplication plan:

- Multiplication Values (1-2 pages)
- Custom Pathways (3 to 6 pages)
 - *Disciple Maker Pathway (1-2 pages)*
 - *Missionary Pathway (1-2 pages)*
 - *Leader Pathway (1-2 pages)*
- Mobilization Flywheel (2-3 pages)
- 1414 (3 to 6 pages total)
 - *Short Vision Summary, Vivid Description (1 page)*
 - *Big Rock Strategies (1-2 pages)*
 - *One Year Focus (½ page)*
 - *Action Initiatives (1-2 pages)*
- Multiplication Scorecard (1 page)

Where We're Headed

The Gospel Saturation Vision Scope

Identity

3 Micro Pathways

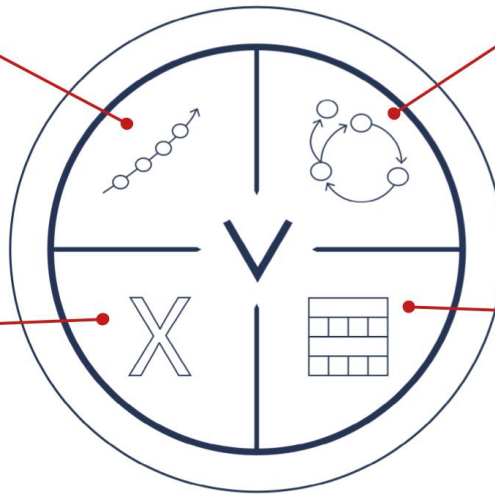
(line up with 3 dimensions of multiplication)

1. Disciple-Maker
2. Missionary
3. Leader

Impact

Scorecard

Measuring success and moving from good intentions to desired results and impact



Integration

Mobilization Flywheel

(integrates 3 micro pathways into a single flywheel)

The integrated macro pathway for equipping and mobilizing disciple-making missionaries

Intentionality

Strategic Planning

Using the 1414 planning tool for designing and implementing increased sending capacity

Homework



What to Accomplish Before the Next Gathering

1. Develop your Vivid Vision Description based on your Beyond the Horizon Vision.
2. Complete all four of your Background Strategies 'Big Idea' buildout.



multipliers.org/mp/background-buildout



3. Complete all four of your Action Initiatives buildout.



[multipliers.org/mp/ foreground-buildout](https://multipliers.org/mp/foreground-buildout)



4. Refine your Napkin Sketch as needed.

5. Develop a complete version of your 1.4./1.4. and be ready to present it at the February



multipliers.org/mp/1414-worksheet



See you on February 4th from 1pm - 4pm EST!



Multipliers Pathway Resources

For additional resources, simply scan the QR code, or visit:
MULTIPLIERS.ORG/MP/RESOURCES

Appendix 1



1.4./1.4. Worksheet

Beyond the Horizon Vision: 5-10 Years

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Background Strategies: 3-5 Years

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Midground Focus: 1 Year

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Foreground Initiatives: 90-Days

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