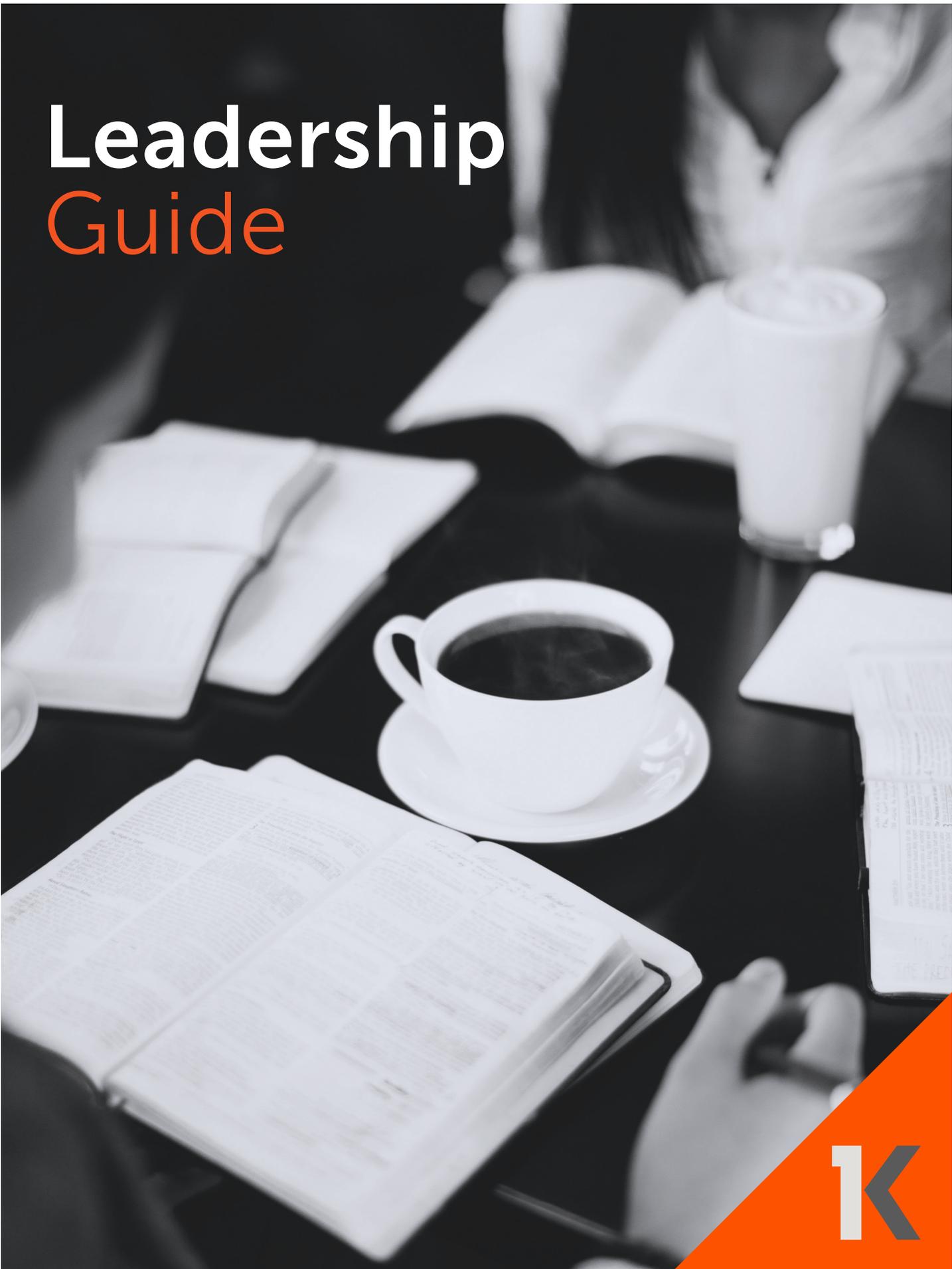


Leadership Guide



Letter from the Discipleship Team:

Congratulations! You've made the decision to join an incredible team at Kensington Church by jumping into the role of Leader. Whether you're leading a small group, a mid-size group, a serving team, a Student Ministries group or team or a Move Out team we want to equip you for success in your role.

Kensington Church places so much value on the role of leaders in our community that we have built a Discipleship Team specifically to focus on creating and providing materials, opportunities and experiences to PREPARE, EQUIP, and INSPIRE you as you lead.

Our passion for seeing this happen starts with our mission statement, which is **"TO SEE EVERY[ONE] TRANSFORMED AND MOBILIZED BY JESUS"**

We believe this mission statement reflects the collective passion of our whole movement at Kensington. When you joined our team as a leader, we believe you are participating in carrying out this mission not only in your role as group leader, but also where you live, work and play.

This Leadership Guide is designed to be the first step of learning and growth for you as a leader. We created it to be something that initially you'll go through with your Discipleship Director or Coach to help you understand what being a leader at Kensington involves and then as a resource for you as you lead. This guide will walk you through our mission, values and strategy, look at purpose, timelines and practical tools for leading. And that's just the beginning of the resources we have for you! Be sure to check out the Next Steps section for more information about the Leadership Pipeline we have developed for you.

As Kensington continues to impact more communities, it is a privilege to be part of the team that sees transformation first hand. Thank you for taking the time to learn what it means to lead at Kensington and how we partner together for the advancement of the gospel for every[one]!



Table of contents

Letter from the Discipleship Team

- Section 1**
The Big Picture-Mission & Values | Strategy
Mission Statement
Values
Mission Measurable Questions
Strategy for Transformation & Mobilization

- Section 2**
Purpose & Goals of Groups
What is the purpose of Groups
What does a healthy group and leader look like?
What are the expectations and goals of a group leader?

- Section 3**
Timeline of Action Steps
Calendar Year
Topic
Imperative Information
Ready. Set. Go.
Timeline

- Section 4**
Tips & Tricks
START/STOP-Honor their time.
HOSPITALITY-Come on in!
GROUP GUIDELINES-Mum's the Word.
FACILITATE-You've got this!
LEAD-Don't go it alone.
COMMUNICATE-Take your group to the next level.
TROUBLESHOOT-What if...
ICEBREAKERS-Break the ice.

- Section 5**
Leadership Toolbox
Tool #1: Invitation/Challenge Matrix
Tool #2: Triangle of Group Health
Tool #3: Leadership Square

- Section 6**
What's Next? Growing as a Leader

Notes

Section 1

The Big Picture

Missions & Values | Strategy



Mission Statement

“TO SEE EVERY[ONE] TRANSFORMED AND MOBILIZED BY JESUS.”

At Kensington we don't take this statement lightly! Each of these 8 words were chosen for a specific purpose and meaning:

1. **What?**

To **'SEE'** means to physically **SEE** someone God has put in our path and/or to **SEE** to it that there are opportunities for life change to happen.

2. **Who?**

EVERY[ONE]. Everyone and **THE ONE**. Kensington has always focused on going after the one who is lost. We are always trying to reach many, but we are running after The **ONE**.

3. **What?**

TRANSFORMATION AND MOBILIZATION are evidence of someone experiencing life change when they put their faith in Jesus.

4. **Who?**

JESUS does the transforming and mobilizing.

As a leader, knowing and applying our mission statement is foundational to leading well!

Values

Measurables

Kensington has chosen 7 values to support our mission statement and reflect the way we can evaluate our purpose and growth as a church and the people who make up our church! Each value is linked to a mission measurable.

Each measurable is designed to be used as a way to evaluate whether that particular value is evident in a person's life, in a group or in the church.

The first 3 values are common to all Christian churches. The next 4 are unique to Kensington and represent our approach to growing the Kingdom.

As a leader we're giving you definitive ways to measure where your group or team is at in their spiritual journey as it relates to these values.

We believe that a person who has experienced transformation and mobilization by Jesus in their life should be on a journey that increases these values in their life.

Mission Measurable Questions

**These questions are designed to be your 'tools' for leading well!
Below are just a few ways you can use them:**

- Evaluate yourself!** Are there measurable questions that you struggle to answer strongly? Not only will you grow spiritually by doing this, you will be able to lead authentically when you share with your group how you are applying the values to your own life.
- Is someone in your group not connecting or not growing spiritually?** Go through the values and measures with them to see what area might be a place they need to pursue intentionally to experience growth.
- Do you need help choosing a curriculum/study for your group?** Evaluate your group through the lens of the values and measures to see what area needs strengthening and choose a study with that focus.

One way to look at how Values & Measures uniquely work together: Values are the destination, and the measures are the journey.

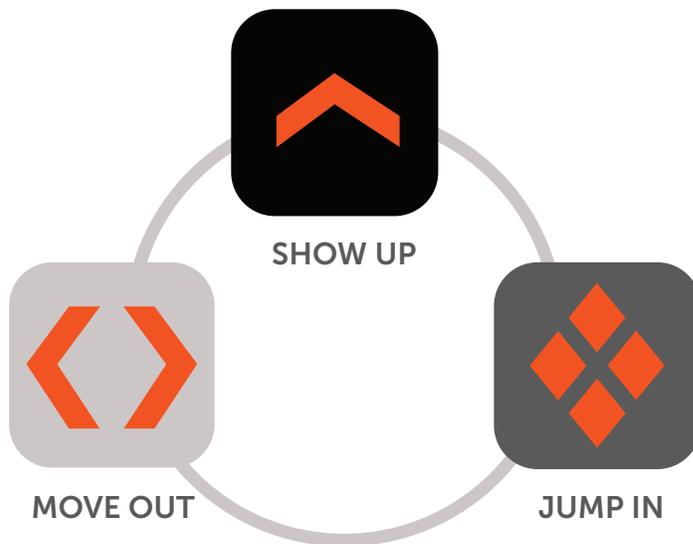
Each Value is listed below along with its definition, its measure and a question that defines the measure.

- In Christ**
We believe that we are loved by Him, we find our identity in Him and are powerless without Him.
Measure: IDENTITY
Mission Measure: Where do you get your identity other than Jesus?
Scripture: John 15:5, Eph. 1:4-5, 1 John 4:19
- Under Scripture**
We submit to the authoritative, trustworthy, unchanging word of God.
Measure: AUTHORITY
Mission Measure: What "right now" scripture is shaping you?
Scripture: Heb. 4:12, 2 Tim. 3:16, Psalm 119:105
- As A Family**
We lock arms in community, support and accountability to accomplish God's mission together.
Measure: COMMUNITY
Mission Measure: Who are your 2am friends?
Scripture: John 17:20-21, Acts 2:42-45
- For The [ONE]**
We will leave what is comfortable to pursue those far from God.
Measure: INTENTIONALITY
Mission Measure: Who is on your top 3 list?
Scripture: Luke 15:5, Luke 5:31, 1 Cor. 9:19-23
- From Brokenness**
We recognize our identity in Christ, we recognize and reveal our weaknesses to point to the power of God.
Measure: AUTHENTICITY
Mission Measure: Who is aware of your secrets?
Scripture: 2 Cor. 4-7, Matt. 7:3, Gal. 6:3
- With Openhandedness**
We joyfully release everything we have to the plan and purposes of God.
Measure: GENEROSITY
Mission Measure: Where are you living generously?
Scripture: Luke 22:42, Luke 14:33, Phil. 2:3-5
- Through Others**
We intentionally reproduce ourselves by making disciples that make disciples.
Measure: REPRODUCE-ABILITY
Mission Measure: Who are you a direct part of transforming and mobilizing?
Scripture: Matt. 28:18-20, 2 Tim. 2:2

Strategy

for Transformation & Mobilization

In order for a strategy to be effective it has to be easy to understand and communicate to others. At Kensington we have a strategy that shows 3 places where a person can connect and experience God and community and grow their faith. Notice there are no directional arrows in this strategy. Typically a person may start at the top and move clockwise as they grow in their journey, but it's not a requirement! This strategy works wherever a person starts at Kensington.





Show Up at Weekends

The weekend is usually the first point of entry for new people ... and a place for every[one] to make connections. We invest a lot of time and energy to create moments that inspire and motivate all of us to experience and worship God.

Action Step: “The HUB” is the place for connection after every service at every campus. This is where we invite guests to stop by to find out about next steps and also where we give them a connection to groups at Kensington. It is the best next step into the connection process.



Jump In to Groups

The next step beyond the weekend services is to **Jump In** to a group. It’s in groups that we build relationships that matter, take steps towards or experience transformation in our lives and learn how to live out the new life we have in Jesus.

We have three types of groups.

Community groups-small groups that meet in homes, Men’s and Women’s group studies, and specialty groups make up these types of groups.

Courses-Alpha, Financial Peace University (FPU) and Bible Basics meet on a semester basis.

Care groups-Celebrate Recovery, Divorce Recovery and Grief Recovery represent these types of groups.

Action Step: Join a Community group or course: kensingtonchurch.org/groups

Join a Care group: kensingtonchurch.org/care



Move Out on Teams

God has a mission for every[one]—and we’re meant to pursue it together. That’s what teams are all about ... discovering purpose and significance through serving.

Action Step: Join a Sunday serving team or teams like Hope Water Project, Full Throttle, Field and Stream Team, School Partners or go on a Short Term Mission Trip.

Visit the [Move Out Network](https://kensingtonchurch.org/moveout) at kensingtonchurch.org/moveout for a list of all Move Out opportunities.

We believe that as people experience community “as a family” that they will find relationships that challenge them in their journey with Jesus, that they will experience transformation in their own lives, their families and their faith in Christ. Our desire is that as a result of a leader’s commitment to lead a group, and their connection to being part of the church as a whole, they will experience each of our core values in different ways. The journey is constant but as a leader there is opportunity for exponential growth in their relationship with Christ.

Section 2

Purpose & Goals

of Groups



Purpose & Goals of Groups

In the previous section you see where 'jumping into groups' fits into Kensington's mission and strategy. Here we want to take a closer look at the purpose and goals of these groups and why our leaders are so vitally important to the health and growth of groups in our community.

What is the purpose of Groups?

The Bible gives us the best example of people meeting in groups. Read Acts 2:42-47 below and note that this is an example of what happens when people come together and pursue growing their faith and living Christ-like lives. We believe this illustrates how life change happens in community.

⁴² They devoted themselves to the apostles' teaching and to fellowship, to the breaking of bread and to prayer. ⁴³ Everyone was filled with awe at the many wonders and signs performed by the apostles. ⁴⁴ All the believers were together and had everything in common. ⁴⁵ They sold property and possessions to give to anyone who had need. ⁴⁶ Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, ⁴⁷ praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved.

Groups are often the way people first experience our "As A Family" core value. For many, jumping into a group can be an uncomfortable and scary step. That's why your role as group leader is so very important. You are the 'face' of the group and set the stage for learning, friendship and fun! Groups are the way for people to experience growth in their relationship with Jesus in an environment of authentic community.

What does a healthy group and leader look like?

A group that is pursuing Jesus through the application of Kensington's mission and values will reflect a healthy group. This is not a destination with an end point, but a constant journey. Use the Values & Measure in the previous section to evaluate the health of your group and yourself. These measurables will give you the ability to be objective rather than subjective in your evaluation.

What are the expectations and goals of a group leader?

Below are a few general statements. Refer to the Tips & Tricks section for more details, but keep these in mind as you go through this Leadership Guide.

- Pursue a personal, growing relationship with Jesus Christ.
- Learn and understand Kensington's Mission, Values & Strategy.
- Grow your group. The best way to grow your group is through a personal invitation from you! Some people will use the website to join a group, but there is nothing like a personal invitation.
- Care and pray for the spiritual and emotional needs of group members.
- Maintain contact, care and accountability with the group members.
- Be willing to meet with your group members outside of the group when needed.
- Identify and lead an apprentice leader for the purpose of multiplying your group.
- Invest in your own growth as a leader by attending training/equipping meetings and special events such as the Leadership Gathering or Move Out Gathering which are offered twice a year.
- Communicate and meet regularly with your campus Discipleship Director.

Thank you for joining our team of Group Leaders at Kensington! We are so excited to have you be part of creating environments where these values can be experienced and ultimately life-changing.

In the section, the Leadership Toolbox, you will see tools to help you learn how to create an environment where transformation and mobilization is possible! And we hope that throughout the next season we can help you model these values in your group as well in your own personal life.

Section 3

Timeline

of Action Steps

17

18

WEEK



WEEK 2

23

22

21

20

WEEK 26

Timeline of Action Steps

For the most part, this section is focused on the small group leader who is leading a group independently from a course or a mid-size group or serving team. The language in this section is geared specifically for this leader role.

HOWEVER, please don't miss the fact that regardless of where you lead, your meeting schedule will follow a church-wide semester-based rhythm.

Calendar Year | Think semesters!

Keep in mind that our desire is that your group follows a semester-based meeting schedule for the year. That allows the rhythm of your group to align with Kensington's. Your meetings could look something like this:

- **Fall**-Groups usually start meeting after the summer break at the end of September and then break for Thanksgiving or Christmas.
- **Winter**- Groups usually start up again in January and break for Easter depending on when that falls in the calendar year.
- **Spring**- Groups usually start meeting again after Easter.
- **Summer**- Groups usually break from following a study and meet socially over the summer.

Group Details | Who. What. Where.

Your Discipleship Director (DD) will help you determine what your group details will be. Where and when will you meet, how often, what study will you go through, etc. If your group will be 'open' on the website for others to join, it's especially important to make sure your group information is correct and always up to date. You have the flexibility to set your group up however you would like to suit your lifestyle and your personal preferences.

There are so many options for how you can set up your group. Your DD will go over the different Group Types (Men, Women, Singles, Mixed, etc.) and help you decide what topic to study too. Your DD is meant to be your greatest resource!

Topic | What will your group study?

Many group leaders decide to use the Discussion Guides as their curriculum. The Discipleship Team creates these for every weekend message, and they are downloadable from the Kensington website. You can also request to receive them via email each week. The Discussion Guides can be used to take a deeper look at what was taught in the weekend message. They also work well for those 'in between' times when your group isn't going through a more formal study.

Topic | What will your group study? (cont.)

When your group is listed on the Groups page of the website there are four options for identifying what kind of study your group will be going through:

Weekend Message Series | Your group will use the Discussion Guides mentioned above.

Bible Study | Your group will study a book in the Bible.

Topical Study | These are group studies based on the Bible, but the focus is a topic such as prayer forgiveness, or the sovereignty of God. There are so many group studies to choose from! Your DD can recommend studies to meet the needs on your group. They will help you evaluate your group through the lens of our Mission and Values as suggested in the previous section. Kensington also gives you access to **RightNowMedia** which is an online resource with access to thousands of video studies! This is an invitation only resource that Kensington invests in just for our leaders!

kensingtonchurch.org/rightnowmedia

Ready. Set. Go. | Update your group information. Again.

You're all set. Your group is meeting and you're getting into a semester rhythm. You're off and running but don't forget to take us with you on your journey!

We ask that you be intentional about staying in touch with your DD. From this point on life can get busy, and remembering what to do next or what's coming up on the calendar can feel overwhelming. We know that and we want to make communicating with your DD super easy! Refer to the Timeline on the next page to keep you on track each month.

Timeline | At-a-glance.

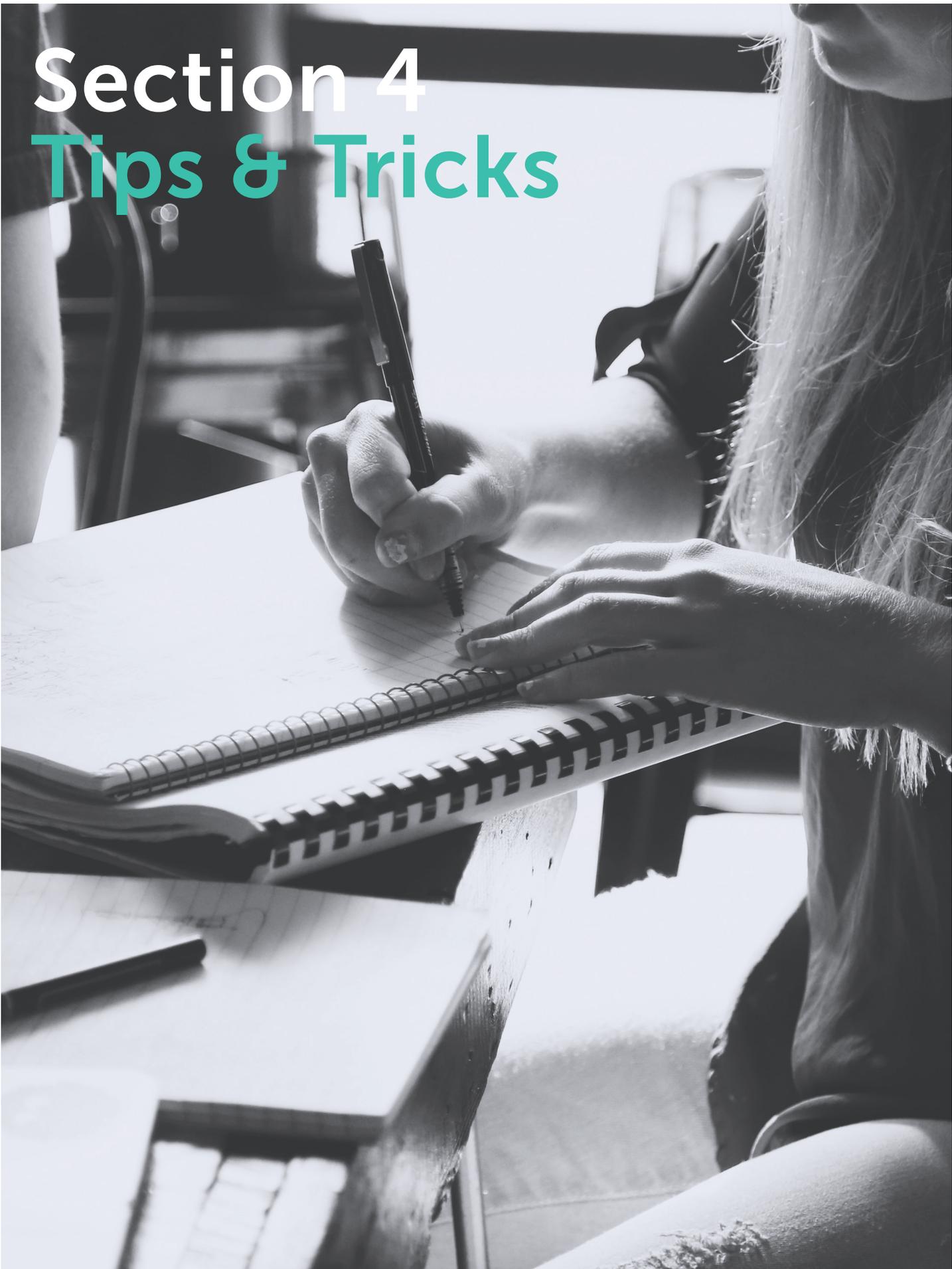
DD=Discipleship Director

<p>July</p> <p>Social gathering</p> <p>Pray & think about Fall study</p>	<p>August</p> <p>Decide on Fall Study</p> <p>Update DD with group details for Fall semester</p> <p>Attend Leadership Gathering</p>	<p>September</p> <p>Fall Semester kicks off!</p> <p>Attend Fall Leader Equipping Meeting</p>
<p>October</p> <p>Encourage group to invite new people!</p> <p>Plan a group serving opportunity</p>	<p>November</p> <p>Pray & think about Winter study</p> <p>Plan a Holiday party</p>	<p>December</p> <p>Serve or attend a Christmas service as a group</p> <p>Update DD with group details for Winter semester</p>
<p>January</p> <p>Winter semester kicks off!</p> <p>Attend Move Out Gathering</p>	<p>February</p> <p>Plan a group serving opportunity</p> <p>Pray & think about Spring study</p>	<p>March</p> <p>Serve or attend an Easter service as a group</p> <p>Update DD with group details for Spring semester</p>
<p>April</p> <p>Spring semester kicks off!*</p>	<p>May</p> <p>End your study with a Celebration Night!</p> <p>Plan a group serving opportunity for summer</p>	<p>June</p> <p>Social gathering</p> <p>Meet with DD to debrief about the year with your group</p>

*Spring Semester kick off will vary with the timing of Easter each year. It could be the end of March or the beginning of April.

Section 4

Tips & Tricks



Tips & Tricks for Groups

This section is about the practical aspects of leading a group. Here you'll find Tips & Tricks that will set you and your group up for a successful group experience. Facilitating discussion in a group goes so much better when you take into consideration some of the points listed under 'FACILITATE.' The group dynamics work really well when the group knows what to expect, so don't miss the stuff under 'START/STOP.' Struggles are inevitable, so be sure to look through the info listed under "TROUBLESHOOT". These are just a few of the topics in this section. We didn't make this stuff up! Below is a collaboration of ideas, tips and tricks that we gathered from the pros- People at Kensington who have been leading for years and who lead well. Be encouraged. You bring your best. God will do the rest. Legit. No joke. For real.

START/STOP | Honor their time.

Communicate with the group at the first meeting how the 'flow' of the group will work so they know what to expect. Will there be a 'soft start'? (a time of arrival and connecting) or will you start the minute they walk in the door. You decide. Whatever you decide-stick to it. Start and end on time!

A 7pm-9pm soft start group might look like this:

- 7:00pm-7:20pm-Arrive. Social. Snacks set out. A cup of Joe. All of the above. Great time for chatting once group knows one another.
- 7:20pm-7:30pm-transition from kitchen to family room.
- 7:30pm-7:45pm- talk about what God is doing in their lives, share answers to prayer (new groups should do icebreakers during this time)
- 7:45pm-8:45pm-go through discussion guide or group study.
- 8:45pm-9pm-share prayer requests. Options for how to do this follow.

Tips & Tricks for Groups

HOSPITALITY | Come on in!

If you're meeting in your home, take the time to create a comfortable, welcoming space. This doesn't mean you need to clean every nook and cranny before the group arrives, but it's a good idea to make sure the bathrooms and space you're gathering in are ready for company. Perfection is stressful. No one is looking for Martha Stewart's home. Remember, they're just happy you're willing to invite them in! So don't strive to be perfect, just be perfectly welcoming.

GROUP GUIDELINES | Mum's the Word.

- Keep it confidential-what is said in the group stays in the group. Authentic sharing only happens in a safe place.
- Be great listeners - avoid interrupting.
- Be real – open up and trust each other.
- Respect others at all times. It's OK to agree to disagree with love and kindness.
- Respectfully discuss other denominations. Share experiences, questions and ideas without referring to other denominations in a negative way.
- Share examples rather than advice.
- Be timekeepers-agree to start and end on time.
- Commit to being at small group meetings and let the leader know if you cannot come.
- Recognize that group time isn't therapy time. Leaders aren't equipped to handle situations that require trained professionals.

Go over these at the first meeting and periodically as needed. Agree to them as a group. Revisit these guidelines if someone or the group struggles.

Tips & Tricks for Groups

FACILITATE | You've got this!

Great conversation between everyone in the group is the goal and sometimes it takes a meeting or two to figure out the personalities of your group members. Remember, you are not the teacher, your role is to get and keep the discussion going. Who talks? Who doesn't talk? Who talks too much! Better not be you! Give yourself grace to figure this out and keep these things in mind:

Prep Time: It's all about you.

- **Prepare.** Do your homework, daily if possible. If you're following the Weekend Message Discussion Questions-review the questions ahead of time. Mark (or make note of) the questions the Holy Spirit may be leading you to talk about during group time.
- **Enjoy.** Don't wait until the 11th hour to review questions or finish your homework. You lose the opportunity to let the Holy Spirit lead you when you cram it all in at the last minute.
- **Edit.** Often you can't get through all of the discussion questions or homework in a single meeting. Decide ahead of time which questions or points are most important and focus on those if time is an issue.
- **All or Some.** Not every question or point needs an answer from everyone. Decide ahead of time which ones are group questions that need to go around the group or if they can be answered by just one or two people.
- **Fill Up Your Tank.** You can't give away something that you don't have! Be growing in your own relationship with Jesus. Pray. Worship. Study the Word. Journal. Don't neglect your own time with the Lord each day. Need resources? Ask your Discipleship Director for suggestions and help.
- **Pray.** Pray before your group time. Humbly ask God to use you to lead the group to experience a deeper relationship with Him through you. Ask Him to help you be sensitive to His leading.

Tips & Tricks for Groups

Group Time: It's all about your group.

- **Break the ice.** Start with an 'icebreaker' question. The Name Game for the first meeting is the best! So fun. To help you out, a list of icebreaker ideas follows at the end of this section.
- **Make it safe.** Respect any and all questions. Set an example for the group. Your tone, conduct and attitude will guide the group.
- **Don't assume.** Never underestimate the hurt in the room. People don't share their life experiences until trust with the group is developed. Be careful not to reference sensitive topics such as sexual abuse, substance abuse or pornography as illustrations to explain a point.
- **Every[one].** Bring everyone into the conversation, but don't put anyone on the spot. Trust the Holy Spirit to direct the conversation. Look around and make eye contact.
- **Silence is OK.** Count to 10. Repeat or rephrase the question. A little silence will usually result in someone sharing.
- **Live in the question.** Questions get conversations going. Don't make declarative statements that sound like your opinion or are facts and expect people to respond. Ask questions like: Tell me more. What does someone else think? If homework is part of your study then you can start discussion with questions like: what did you think of the homework? What did you struggle with? Did you have an "a-ha" moment?
- **Reel it in.** Be in control of the discussion. There will always be 1 or 2 people that want to talk about what they did yesterday that has no relevance to the conversation. Reel it back in.
- **Be authentic.** Be real. You don't need to be the expert and know all of the answers. It's OK to say "I don't know" or "Let me look into that for our next meeting." Or "Would you like to look into that for our next meeting?" Don't pretend. Enjoy learning and growing together.
- **Evaluate.** After each session, take time to evaluate how the group time felt to you and to the members in your group. Ask yourself these questions: Did I start and finish on time? Was it a lecture, conversation or discussion? Did the group stay on topic? Are group members satisfied that the purpose of the group is being met?

Tips & Tricks for Groups

Prayer Time: It's all about your God.

This is essential. Don't miss this vital part of group time. It's truly an essential part of your group growing in their relationship with God as they see prayers being answered.

Sharing prayer requests can take up a lot of time if each person reads their own request. It's just natural to share additional details about the request or people are tempted to problem solve and turn group time into counseling time. There is a time and place for all of that, but not usually in the last 15 minutes of your group time!

These are great options for effective prayer time with your group:

■ **Write it. Don't Say it.**

Use 3x5 cards and ask everyone to write out their requests. Make sure their name is also on the card. Let them write them out during the meeting or designate a time for filling the cards out.

■ **Read it.**

Collect all of the cards. Have everyone take one. Not their own. Go around the room and read them out loud. Now everyone knows what all of the prayer requests are. Between meeting times, each person prays specifically for the person whose card they read.

■ **Email it.**

After reading the cards. Collect them all back so they can be put in an email that can be shared with the whole group. As prayers are answered or needed, these can be shared in a 'Reply All' to the group Great connection between meetings too!

■ **Pray it.**

End the group in prayer. Don't feel the need to pray long prayers. Model the simplicity of talking to your Heavenly Father so that others will eventually do the same.

Tips & Tricks for Groups

LEAD | Don't go it alone.

Great leaders know that when they ask others to take on specific roles or tasks, there is a feeling of 'teamwork' that really takes the group commitment to a whole new level. Not to mention that you won't get burned out doing everything!

Check out some of these ideas for helping others to help you...and the group:

■ **Snack Time.**

Many groups enjoy having snacks at the meetings. Consider asking someone to put together a snack schedule and send out reminders about who is up for snacks.

■ **Time Tracker.**

Ask someone to keep an eye on the clock and let you know when it's time to move toward prayer time or to end the small group.

■ **Social Butterfly.**

Ask someone to keep track of important dates like birthdays and send cards or to coordinate social events for the group such as a Christmas or Easter gathering.

■ **Serve Together.**

Ask someone to look for opportunities to serve as a group in the community or for a charity. Ask your Discipleship Director or Staff Point Person for ideas/opportunities.

■ **Reproduce-ability.**

Look for people in your group who have natural leadership ability and a solid relationship with the Lord. Ask them to be your apprentice leader. This is discipleship! Your Discipleship Director or Staff Point Person can provide information and help you outline how to work with and lead a co-leader or apprentice. The end goal is that your apprentice leader would move out to lead their own group!

Tips & Tricks for Groups

COMMUNICATE | Take your group to the next level.

Depending on how you're wired and what kind of margin you have in your life, you may want to try some of these options for keeping in touch with your group members and what's going on in their lives. Everyone wants to be 'known'. When you can do that as a group leader, you create even more opportunities for God to move in their lives. Often through you!

- **Engage.** Each week email the group with comments and encouragement about the past meeting, creating energy and reminders about the next meeting.
- **Identify.**
1 or 2 people in the group who need encouragement. Email, call or text them to check in.
- **Follow Up.**
On things that were shared in the group or in prayer requests with a call or text to see how that appointment went. Or how that difficult discussion went, etc.
- **Pray.**
Over all of the people in your group.
- **Meet.**
One on one with someone over coffee or a meal to get to know them better.

Tips & Tricks for Groups

TROUBLESHOOT | What if...

Someone in your group is going through a difficult time? Or what if you can't get the certain someone to stop talking all the time? Or people don't get along? This isn't an exhaustive list of answers. If these don't help you in your situation...ask for help. Your Discipleship Director is your best resource!

What if someone consistently breaks the small group ground rules?

- Your first step should be to talk one-on-one with the person, away from the rest of the group. Then remind them of the ground rules and how they can help you keep the group a positive experience for everyone. Focus your discussion on the "event" that happened. If that doesn't work, sit down with the person and someone else from the group. If no meaningful changes occur after taking these steps, it would be appropriate to ask the person to step out of the group. This plan follows the guidance given in the Bible in Matthew 18:15–17.

What if there's conflict within the group?

- What if a discussion turns into an argument? There's a healthy principle that says, "What happens in the group needs to be resolved in the group." As leader, your role is to remind everyone that the group needs to be a place that allows healthy disagreement, but not at the expense of respect for one another. This is a great opportunity to look at what the Bible has to say about disagreements. Have the group turn in their Bibles to Ephesians 4:15 to read about "speaking the truth in love," and to Ephesians 4:32 to read about "forgiving each other."

Tips & Tricks for Groups

■ **What if someone consistently dominates the conversation and there isn't room for others to talk?**

This usually happens, and sometimes the chatty person is super-nice, so you hate to say anything. But it will help. (Even as leader, you might be tempted to carry a lot of the conversation. It's better to let everyone take equal part. Go for the "start-and-hand-off" approach.) Consider following up with the chatty guy outside the group time. Ask him to be intentional about holding back, so less-vocal members can participate more easily. If it happens again, step in diplomatically and say something like, "Dave, we've heard from you on this, but let's hear from others in the group who haven't had a chance to share..."

■ **What if someone in the group experiences a crisis?**

This is what community is about. It's being there for someone when they're hurting. Your first step is to see if there's a way that the group as a whole can be of help. For instance, if the person is in the hospital, you could call the other members to see if they can visit on different days, or split up help in a way that one person is not responsible for everything. Next, refer to resources available through Kensington. kensingtonchurch.org/care Ask your Discipleship Director for help navigating the options if you're still not sure what to do.

Tips & Tricks for Groups

ICEBREAKERS | Break the ice.

For new groups it may be a good idea to do an icebreaker at every meeting until you feel like the group is really starting to get to know each other. For existing groups it might work well when gathering after the group hasn't met for a time.

Name Game... explain this as a silly game.

- Each person tries to think of an adjective that would describe them. The adjective begins with the first letter of their name. IE...Jovial Jimmy.
- Each person gives a brief explanation of why the adjective suits them.
- The next person at the table will repeat the first person's adjective/name and then do their own.
- The next person at the table will repeat the 1st and 2nd person's adjective/name and then do their own.
- and so on...Trust us. This is a great game and everyone WILL remember names.

Questions:

- If you could have an endless supply of any food, what would you get?
- If you were an animal, what would you be and why?
- What is one goal you'd like to accomplish during your lifetime?
- When you were little, who was your favorite super hero and why?
- What's your favorite hobby or activity?
- What is your favorite cartoon character, and why?
- What's the ideal dream job for you?
- What are your pet peeves?
- What's the weirdest thing you've ever eaten?
- Tell us about a unique or quirky habit of yours.
- If you were a candy bar which one would you be and why?

Section 5

Leadership Toolbox



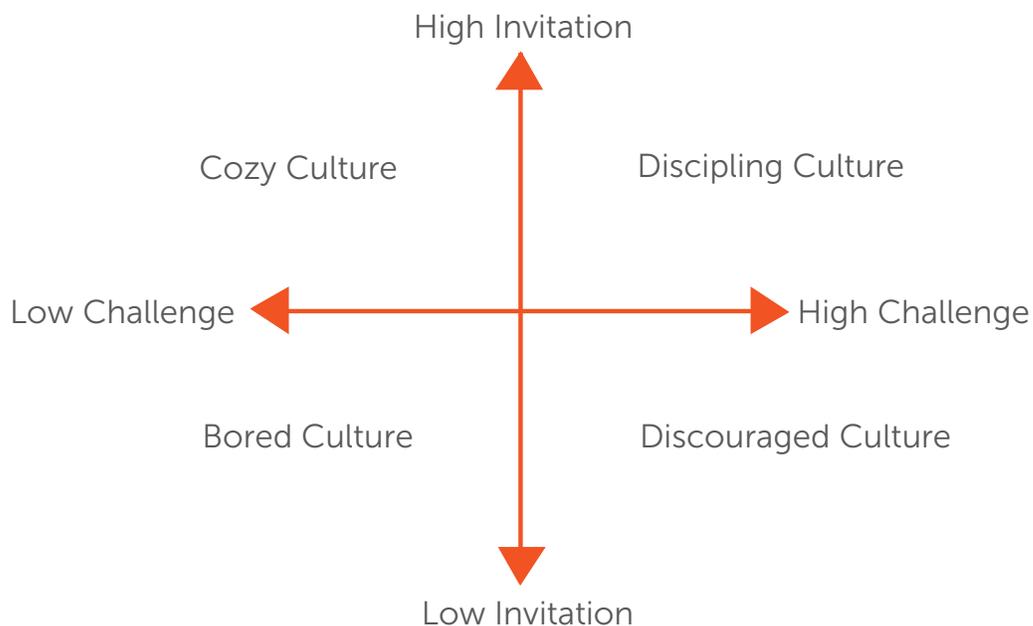
Tool #1*

INVITATION /CHALLENGE MATRIX:

As group leaders, our role is to lead others closer to the heart of Jesus. We want to not only provide a place where people find authentic community, but a place where people are challenged to be transformed into the person God created them to be. You can use the INVITATION/ CHALLENGE matrix to evaluate your group health. Jesus gave us the perfect example of inviting and challenging as he led his disciples.

God is both INVITATION and CHALLENGE and we see Jesus live this way all throughout the gospels.

Read Matthew 16:13-28 NIV. Notice the way that Jesus both INVITES and CHALLENGES Peter.



Tool #1

INVITATION /CHALLENGE MATRIX:

JESUS' INVITATION

17 Jesus replied, "Blessed are you, Simon son of Jonah, for this was not revealed to you by flesh and blood, but by my Father in heaven. 18 And I tell you that you are Peter, and on this rock I will build my church, and the gates of Hades will not overcome it. 19 I will give you the keys of the kingdom of heaven; whatever you bind on earth will be bound in heaven; and whatever you loose on earth will be loosed in heaven."

JESUS' CHALLENGE

22 Peter took him aside and began to rebuke him. "Never, Lord!" he said. "This shall never happen to you!"

23 Jesus turned and said to Peter, "Get behind me, Satan! You are a stumbling block to me; you do not have in mind the concerns of God, but merely human concerns."

24 Then Jesus said to his disciples, "Whoever wants to be my disciple must deny themselves and take up their cross and follow me. 25 For whoever wants to save their life will lose it, but whoever loses their life for me will find it."

Other scriptures to study:

Mark 10: 17-27

John 8:2-11

God is always inviting us into a relationship with Him, where he offers us unconditional love and grace no matter where we have been or what we have done. At the same exact time God is continually speaking challenge or responsibility into our lives to call us into the life he has created for us.

Tool #1

INVITATION /CHALLENGE MATRIX:

As Group Leaders...

INVITATION

Refers to an attitude that says, "I'm glad you're here, I'm committed to you and will welcome you no matter what".

CHALLENGE

Refers to an attitude that says, "I want you to grow, I'm committed to holding you accountable to change for the better".

Look at what each quadrant represents:

High Invitation + Low Challenge = Cozy Culture (Consumer)

A group in this quadrant is super comfortable with each other, but they may not be growing spiritually. The leader does all the work and the members 'consume.' A vital part of growth is sharpening one another through group study, discussion and interaction. How can challenge be added here?

Low Invitation + Low Challenge = Bored Culture (Apathetic)

This group won't last. People leave because they are bored and unmotivated. People are seeking more spiritual growth. They want to be a part of community. How can both invitation and challenge be increased?

Low Invitation + High Challenge = Discouraged Culture (Stressed)

People burn out in this type of group. There is a lot to do (like homework or tasks) but no one is encouraging them as they do it. They might feel alone and unknown. How can invitation be increased in this situation?

High Invitation + High Challenge = Discipling Culture (Empowered)

This is where we want our groups to live! This is where Jesus lived.

"Effective leadership is based upon an invitation to relationship and a challenge to change."

Mike Breen, Building a Discipling Culture

Tool #1

INVITATION /CHALLENGE MATRIX:

EVALUATE YOUR GROUP:

What does a culture of HIGH INVITATION look like in the context of a small group?

(Remember: INVITATION refers to an attitude that says, "I'm glad you're here, I'm committed to you and will welcome you no matter what.")

What does a culture of HIGH CHALLENGE look like in the context of a small group?

(Remember: CHALLENGE refers to an attitude that says, "I want you to grow, I'm committed to holding you accountable to change for the better.")

ASK YOURSELF:

In my relationship with others, which one do I demonstrate more naturally? Invitation or Challenge? How can I strengthen my leadership skills in these areas?

Where does my group land on this matrix? If it's not the Discipling quadrant, what changes need to be made to move towards that quadrant?

***Material taken from the book Building a Discipling Culture by Mike Breen and the 3DM Team.**

Tool #2*

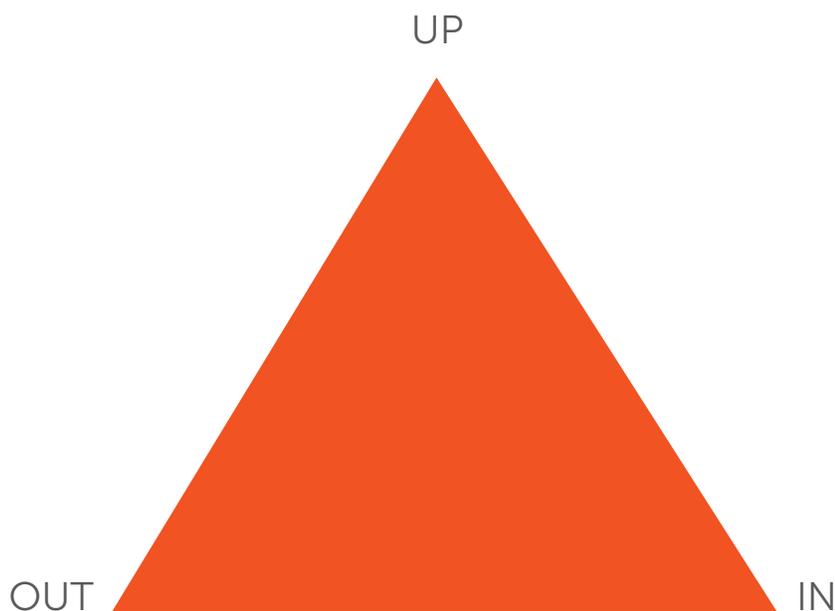
TRIANGLE OF GROUP HEALTH

Whenever you get a group of people together, whether it is work colleagues, or simply a group of friends going out to dinner, there are always lots of opinions about what to do, when, where, etc. In a small group situation, people come with differing expectations on what the purpose of the group should be.

ASK YOURSELF:

If you were to explain to someone what you believe the top three purposes of a small group should be, what would be your three answers?

THE CLEAREST WAY JESUS MODELED his purposes on the earth was by how he spent his time. He lived his life out in three relationships: **Up** – with his Father; **In** – with his chosen followers; **Out** – with the hurting world around him.



Tool #2

TRIANGLE OF GROUP HEALTH

Look at these scriptures in the Bible that show Jesus living out these relationships:

UP - Luke 6:12

One of those days Jesus went out to a mountainside to pray, and spent the night praying to God.

IN – Luke 6:13-16

13 When morning came, he called his disciples to him and chose twelve of them, whom he also designated apostles: 14 Simon (whom he named Peter), his brother Andrew, James, John, Philip, Bartholomew, 15 Matthew, Thomas, James son of Alphaeus, Simon who was called the Zealot, 16 Judas son of James, and Judas Iscariot, who became a traitor.

OUT – Luke 6:17-19

17 He went down with them and stood on a level place. A large crowd of his disciples was there and a great number of people from all over Judea, from Jerusalem, and from the coastal region around Tyre and Sidon, 18 who had come to hear him and to be healed of their diseases. Those troubled by impure spirits were cured, 19 and the people all tried to touch him, because power was coming from him and healing them all.

Tool #2

TRIANGLE OF GROUP HEALTH

What does this mean for a small group?

Using the triangle as a guide, describe what a small group would be like if it is focused on just one of the three vital areas. Each time, describe groups you have been in or groups that you know that seem to camp out at one single area:

For example;

UP GROUPS

Focused on: Bible study
The next great curriculum
Worship
Prayer

IN GROUPS

Focused on: Mutual support
Praying for one another
Encouraging each other / text messages / emails etc.
Spending one-on-one time with individual group members
Cook-outs
Social events
Hang-out times

OUT GROUPS

Focused on: Doing good "being do-gooders"
Thinking about how the group might multiply
Evangelizing
Inviting outsiders in, barbecues, group socials etc.

Tool #2

TRIANGLE OF GROUP HEALTH

ASK YOURSELF:

What do you think the value would be in a small group that paid attention to the UP, IN and OUT of group life?

What would be the tension involved in having 3 focuses of similar value?

(One answer: There could be a constant pulling from one focus to another. Depending on peoples' personalities and needs, they could be wanting to go a different direction)

What can a great group leader do to ease this tension?

(One answer: A great group leader could remind the group of the tri-fold reason for the group's existence, as well as highlight the fact that God leads us in different ways during different seasons of a group's life. Maybe during one period there is a focus towards upward growth, or community, or mission.

NOTE: No group should feel the pressure to be 33.33% focused on each of the three areas. It is natural that a group will swing to a particular side of the triangle from time to time.

The goal, however, is that when you look back over a season of a year, there has been growth in our lives through reflecting on all the habits and patterns of Jesus' life and ministry.

A group leader may be asked by their Discipleship Director or Kensington staff, how would you break down the percentage of where your group has lived over the past year? This helps us and you review where your effectiveness has been in leading a small group.

APPLICATION:

People everywhere are looking to be a part of a group with purpose and with focus. One of your main roles as a leader is the continual calibration between the three focuses of UP-IN-OUT, and to be the vision builder.

***Material taken from the book Building a Discipling Culture by Mike Breen and the 3DM Team.**

Tool #3*

LEADERSHIP SQUARE

In our culture today, there is very little value placed on the process of following and learning. We are often in a fast-paced mode and time isn't dedicated to teaching people how to do what we know how to do. This is especially true in the church! Our mentality is more like: You want to serve? You want to lead? Great! Go do it! This couldn't be farther from the model that Jesus gave us when we look at his life. There is a great need to restore and encourage leadership in our culture, including the church. What people don't realize is the church has the most genuine model for leadership in the lifestyle of Jesus.

Jesus was the best leader the world has ever seen. He called us all to be leaders when he gave the great commission to go and make disciples of all nations. When we disciple people, we are leading. To learn how to do this well we can look at the example that Jesus gives us in the Bible through his lifestyle and his teachings. Jesus was a servant leader. He cared for his people by shepherding and protecting them. He adapted his teaching to their needs.

Good leaders are servants. They adapt their teaching styles to match their people's needs.

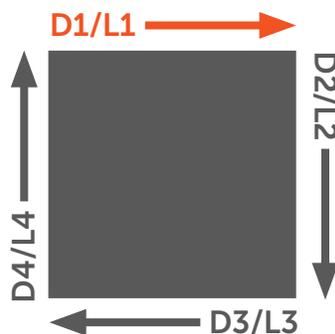
Jesus' leadership can be seen in four stages or phases. The shape of a square to help us easily recall the following principles. Each side of the square represents a phase of leadership. Each side naturally leads into the next side.

Tool #3

LEADERSHIP SQUARE

Look at the shape below. D=disciple. L=leader. At every phase of learning there is a different relationship between the leader and the disciple.

PHASE 1: D1/L1



"The time has come," he said. "The kingdom of God is near. Repent and believe the good news!" As Jesus walked beside the Sea of Galilee, he saw Simon and his brother Andrew casting nets into the lake, for they were fishermen. "Come, follow me," Jesus said, "and I will make you fishers of men." At once they lifted their nets and followed him. When he had gone a little farther, he saw James son of Zebedee and his brother John in a boat, preparing their nets. Without delay he called them, and they left their father Zebedee in the boat with the hired men and followed him." Mark 1: 15-20

This passage describes Jesus' first encounter with his disciples. They are simple men with simple skills. They enthusiastically put down their nets and follow Jesus. They don't know what they don't know. But Jesus is direct. He doesn't begin with a consensus style of leadership. He doesn't try to get anyone to agree with his strategy and tactics. He simply says, "Come, follow me, and I will make you fishers of men." Very straightforward language that he only uses in the beginning of his ministry. The disciples follow him. They watch him as he heals, casts out demons and preaches to the people.

Tool #3

LEADERSHIP SQUARE

PROFILE of D1/L1

- **D1-Unconscious Incompetence** - You don't know what you don't know!
High enthusiasm. High confidence. Low experience. Low competence.
- **L1-Directive** - I do. You watch.
High direction. High example. Low consensus. Low explanation.

In this phase, the D1 disciple is full of enthusiasm because they have been invited to go on this new journey and they've been given a new vision with a new purpose. They are full of confidence but they don't realize they have no competence for this yet. Enthusiasm can only go so far.

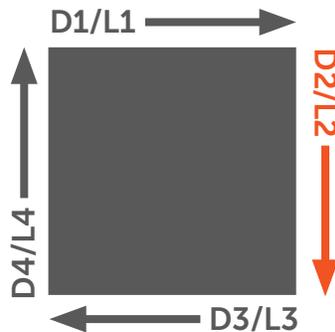
In this phase, the D1 disciple needs a L1 leader who can be directive. Giving clear direction and walking confidently without being pushy or overbearing. A strong example to follow is so important in this phase. Following Jesus' example, give directive leadership with a pure heart of love and care. Jesus was completely humble and confident in his mission. He knew that inviting others to follow him was the most loving thing he could do!

As a L1 leader, you are called to walk humbly, confident in your mission. Don't let the D1 disciple's reaction cause you to question the kingdom mission because this pathway feels different than what they are used to. Humble direction with love and care is not the way of the world. Give your disciple just enough of what they need to follow along. Jesus didn't ask the disciples what they thought about what he said or did. Jesus said leaders must be humble, broken servants. If you are directive but not humble you will find yourself walking alone! Follow Jesus' example of being the Good Shepherd.

Tool #3

LEADERSHIP SQUARE

PHASE 2: D2/L2



"Do not be afraid little flock, for your Father has been pleased to give you the kingdom. Sell your possessions and give to the poor. Provide purses for yourselves that will not wear out, a treasure in heaven that will not be exhausted, where no thief comes near and no moth destroys. For where your treasure is, there your heart will be also." Luke 12:32-34

In this passage, the disciples receive some of the most uncomfortable and compelling teachings from Jesus. This is a highly pastoral stage of leadership but one that doesn't shy away from reality. Jesus continues to give the example of high invitation and high challenge in this phase of leadership with the disciples. Take a look at the whole chapter in Luke 12. Jesus has sent the disciples out to do what they had been watching him do. Preaching the gospel. Healing the sick. Casting out demons. But they did these things under the oppression of Herodians and the Pharisees. They are overwhelmed and feeling incompetent. They fall into despair and fear for their lives! How does Jesus respond? In this passage, he is basically saying to let go of their old insecurities. He wants them to find their security in him. He has basically thrown them out into the deep end all the while offering them more time, grace and vision with him. More than anyone has ever given them before.

Tool #3

LEADERSHIP SQUARE

PROFILE of D2/L2

- **D2-Conscious Incompetence** - You know what you don't know and it doesn't feel good!
Low enthusiasm. Low confidence. Low experience. Low competence.
- **L2-Coach** - I do. You help.
High direction. High discussion. High example. High accessibility.

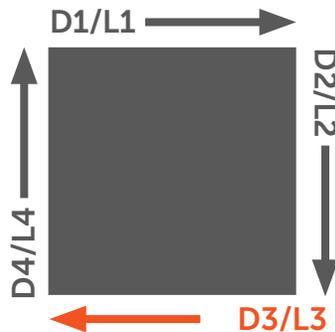
In this phase, the D2 disciple finds themselves turning the corner and realizing that they don't know as much as they thought they did and doing things that they've watched their leader do looks and feels very different when done on their own. The D2 disciple can feel frustrated and discouraged, even incompetent. This phase is the most important in the development process. A D2 disciple may even end up feeling like they can't do what they're called to do. On their own they will try to figure out how to fix problems, regain clarity, even falling back to D1 in an effort to regain enthusiasm and confidence! D2 is necessary. D2 is foundational. With the help of a D2 leader, a D2 disciple can weather the storm of feeling despair and incompetence in order to move onto the next phase.

In this phase, the L2 leader has to be willing to give time, vision and grace...in abundance, to the D2 disciple. This can be a very challenging place to be in. L2 leaders need to be prepared to spend time with their disciple, encouraging and keeping their focus on what God is leading them to experience in this phase. Growth and dependence on him as they struggle to learn and apply what they have seen their leader do. Understanding the concept of grace in this phase is paramount to a disciple's success. Talking through the idea of grace, that they can accomplish everything they do through God's direction for his purposes. It's not all up to the disciple to pull it off on their own. When a leader can take a disciple from a place of striving to a place of resting in grace then their confidence begins to grow. They will begin to see their work as God's grace and not their own effort. This phase is super challenging for the leader. Leaders must prepare their hearts and their calendars to be available to move their disciples into this new phase of competence and experience.

Tool #3

LEADERSHIP SQUARE

PHASE 3: D3/L3



"My command is this: Love each other as I have loved you. Greater love has no one than this, that he lay down his life for his friends. You are my friends if you do what I command. I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you. You did not choose me, but I chose you and appointed you to go and bear fruit—fruit that will last. Then the Father will give you whatever you ask in my name. This is my command: Love each other." John 15:12-17

This passage describes a new dynamic in the relationship between Jesus and the disciples. They have moved beyond just teacher and students to friends. He uses the example of master and slaves to illustrate that the intimacy that has developed between them is very different from that kind of relationship. Walking together through the struggles they encountered in Phase 2 naturally resulted in a friendship that wasn't there before. Their relationship has changed as he has begun to include them in the work he is doing and giving them ways to practice what they have seen him do. He is preparing them to be without him and run solo!

Tool #3

LEADERSHIP SQUARE

PROFILE of D3/L3

- **D3-Conscious Competence**-You know that you know.
Increasing enthusiasm. Intermittent confidence. Growing experience.
Growing competence.
- **L3-Consensus**-You do. I help.
Lower direction. Higher consensus. High discussion. High accessibility.

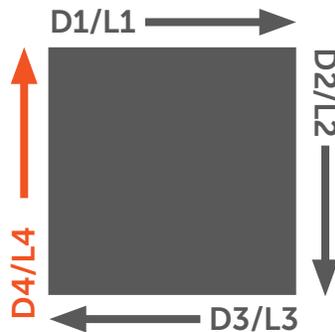
In this phase, the D3 disciple is gaining confidence in their ability to do what the leader does and do it fairly well! They have accepted and experienced what happens when they rely on God, and allow him to lead them. The lessons learned in D2 are paving the way for more time spent with their leader which also leads to more enthusiasm. They are beginning to live out the vision that's been given to them.

The L3 leader is in a very new place now that they've turned the corner. Strong friendships have been formed between the leader and disciple that weren't there before. When the leader starts casting vision about the disciple moving on without them, they don't want to lose that friendship and there may be a tendency to fall back into Phase 2 type of thinking. As a leader you have to trust that your disciple has the vision and they know the direction they are going in. Many leaders make the mistake of starting in this phase, trying to have a democratic style from the beginning. This does not work. Going through Phase 1 & 2 allows the disciple to have the experience and vision to make their opinions worth considering. If you give decision-making ability too soon, both the leader and the disciple will be on the wrong track. Stay the course!

Tool #3

LEADERSHIP SQUARE

PHASE 4: D4/L4



"Then Jesus came to them and said, "All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father, Son and Holy Spirit, teaching them to obey everything I have commanded you. Surely I am with you always to the very end of the age." Matthew 28:18

In this passage Jesus is basically saying that it's time for the disciples to go and do everything on their own that they've been taught to do. He is passing off to them the job that he has been doing. They are now his representatives. As a result of the deeper relationship and experience that the disciples have experienced with Jesus they are now filled with more confidence and enthusiasm than they have had previously. They are ready to go out and do what they've seen Jesus doing on their own, and they can begin thinking about passing on their skills to others. They can lead others through the square themselves.

Tool #3

LEADERSHIP SQUARE

PROFILE of D4/L4

- **D4-Unconscious Competence**-You forget that you know-because it's that natural.
High enthusiasm. High confidence. High experience. High competence.
- **L4-Delegative**-You do, I watch—and cheer.
Low direction. High consensus. Low example. High explanation.

In this phase, the D4 disciple is a product of the strong time spent in D3. They're at the finish line! They are able to function on their own without being dependent on their leader for instruction. Their identity is more deeply rooted in God and their ability to look and act like Jesus is revealed in a new way. The D4 disciple is ready to lead in their area of training and begin to move into the role of leading others and taking them through the square themselves. Unconscious competence means they're functioning naturally. It doesn't mean they won't make mistakes, but they've proven themselves with their capabilities.

The L4 leader is ready to complete their work in this phase. The frequency of time and their interactions with the D4 disciple are starting to look different. Friendships and bonding continue but not in a day-to-day dependent kind of way. The disciple just doesn't need the leader as much and that's the way it should be. It's time to transition the disciple into the mentality of passing their new skills onto others. Now it's their turn to take others through the square!

***Material taken from the book Building a Discipling Culture by Mike Breen and the 3DM Team.**

Section 6 What's Next?



What's Next?

Growing as a Leader

You may not have known this, but when you expressed interest in leading, you entered into the [Leadership Pipeline](#) here at Kensington.

The Leadership Pipeline serves two primary purposes:

1. Provide a clear pathway for people to grow in various levels of leadership that connect to the foundational values of our church.
2. Resource anyone who is leading in our church as well as outside of our church with tools that apply to all spheres of influence. (family, work, friendships, ministry)

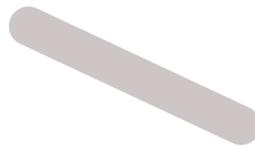
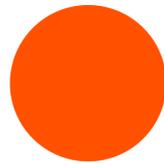
The Leadership Pipeline is a pathway, but it is not set in stone. It is meant to set you up to lead well, not to box you into a program. It is a process designed to help the movement of Kensington increase its effectiveness in developing people in their character and competency. At every level you will find intentional leadership development opportunities in the form of content, conversations, and community.

In the Leadership Pipeline, a person moves from observer, to participant, to apprentice, to leader, to coach, to ministry leader. People can enter the pathway at different levels, move at different speeds, and not everyone will move across all levels. However, our desire is for all people to move forward in impact, leadership, and discipleship. Each level has a definition, a preparation process, and an equipping process.

Leadership Pipeline

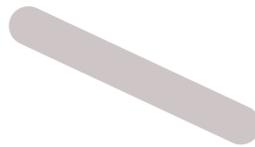
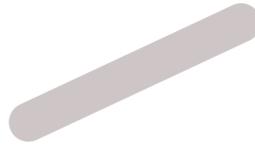
Levels & Descriptions

Lead Departments & Movements **"Director or ET"**
Provide Visionary leadership for an overall multi campus ministry or church as a whole.



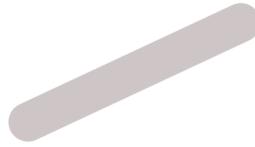
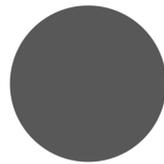
Lead Ministries **"Ministry Coordinator"**
Oversee a subset of a ministry with responsibility of leading coaches and leaders.

Lead Leaders **"Coach"**
Coach a group of team leaders or group leaders within a specific ministry.



Lead Others **"Group or Team Leader"**
Provides leadership for a group/team of people. Teaching others how to grow in their faith.

Lead Self **"Participant"**
Participates on a ministry team or is in a group. Growing in their faith.



Leadership Pipeline Stages + Definitions

Level: Participant (Lead Self)

1. Engages in a group or on a team
2. Grows in the area of the 7 values

Level: Leader (Lead Others)

1. Prepare - Orientation
2. Equip - Coaching on key competencies based upon leadership team.

Level: Coach (Lead Leaders)

1. Prepare - Leadership pipeline experience + Core Competencies
2. Equip - Ongoing coaching + Competency development.

Level: Coordinator (Lead Coaches)

1. Prepare - Leadership pipeline experience + core competencies
2. Equip - Ongoing coaching + Competency development

Where would you place yourself on the Leadership Pipeline? Once you've identified your current position, our desire is to help you move forward.



KENSINGTON
CHURCH

kensingtonchurch.org