

Gospel Finance Group

Finances are an important part of our lives and our churches. It takes money to live, and it takes money to operate a church. But according to Jesus, money is not just a necessity for living or operating an organization; money is an indicator of where our hearts are. Jesus said, “For where your treasure is, there your heart is also¹”. Anxiety when you don’t have enough money is an indicator of where you’ve put your hope, while laziness when you are rich indicates the same. George Muller, the famous lover of orphans, once said, “Faith is the end of anxiety, and anxiety is the end of faith”.

What our emotions and actions regarding money reveal is where we have put our hope. If our security, significance, purpose, value and acceptance are put into question when we are short on funds, we know that we have tried to find our identity, our worth, in what we have. If our confidence and pride are bolstered when our bank accounts are full, we again see what we have put our hope in. The gospel teaches us that because of what Jesus has done, we can find our hope in God. Our God who is sovereign and powerful gives and takes so that His mighty name can be glorified; our God who gives and takes away resources so that his children’s faith will grow; our God, who is perfect, who only gives good gifts to his children. As we talk about money, we must be able to connect it to the gospel. Our security is in God because of Jesus alone. My mom used to say (when I didn’t think my paycheck would cover my bills) that “work

¹ Matthew 6:21

is only one place where God provides for you”. She was discipling me to know that my paycheck was not my security, but rather God.

There are two evidences that we are finding our hope in God and not money. Those evidences are the abilities to give and receive. First, if you are giving it means that you have not bought into the lie that ‘one more dollar’ will make you more secure. If you want to be secure or rich, how much money do you really need? One more dollar. It’s a never-ending vacuum of comparison and fear. If you are giving, it means that you remember that your security is in God alone, and therefore no matter how much you have in your bank account, it is God who ultimately provides. The widow’s mite (Luke 21) was proof that she didn’t need an earthly possession to feel secure; her security was in God alone.

The second evidence that you are finding your hope in God and not your money is that you are able to receive. If your significance and security is in what you own and are able to purchase, the shame that you feel when you are no longer able to live up to the standard you have set is immense. Even though you might be in need, the shame will keep you from asking for help. If your significance is in God alone, then when you are in need you’ll have no problem asking. Faith in God means that we know that he gives, withholds, and takes so that he can be glorified! Many times I know that God has withheld something from me so that I am forced to ask others so that their joy may be made complete in being able to share. It’s not as if God is short on cash today, it’s that he controls it for our good and his glory. Faith that sees this is able to give and receive.

Most church planters I know don't talk about money. Their fear is that if they talk about money, people in their congregations will leave claiming, “all that church wants is money”. When we first started Redeemer I hated talking about money as well. In lieu of passing the plate, we opted for a giving box in the foyer that seemed to be much less offensive. Over time I became deeply convicted that my inability to talk about money was due to a fear of acceptance in my own life, and a great misunderstanding of the Biblical and gospel centered view on money. Jesus didn’t really have any money, but he talked about money a lot. Jesus revealed to us that the danger of money is that we’d try to put our hope in it and in so doing would die spiritually, emotionally, mentally and socially. There is evidence of this long and painful death everywhere. We must learn how to talk about a gospel-centered view of money, finding our security in God alone, and the evidences that we truly believe the gospel by giving and receiving. You are not doing the people in your church any favors by avoiding the issue of money; rather you are setting them (and the church) up for failure.

When I realized the problem we had created at Redeemer in regard to our money, my response wasn’t just to preach a ten week series on money. Rather, we started to build a team that would be responsible for discipling the whole church in the concept of living in a Gospel-centered way with our money. We started a group called the Gospel Finance Group (GFG) who became responsible for assisting the Eldership in all the financial matters of the church. This included:

- Finding new and creative ways to continually talk about gospel centered giving and receiving

- Updating the church on the financial status of the organization's finances and goals
- Assisting the Elders and staff with building and maintaining an annual budget
- Giving suggestions on how to increase giving within the fellowship
- Working to help create and maintain financial counseling for those in the church
- Be responsible for the benevolence fund

There is no way that an Elder or pastor could do this work alone. Money is such a huge part of our culture and the impact that it has can be seen in every area of life. None of us will get it right every day of our lives, but the more we are reminded that our security is in God because of Jesus alone, the more hope we have of avoiding the slow death of trying to find our hope in money. The GFG became seminal in helping us as individual believers, and as a church find our hope in the right place. I continually told the GFG (the group was made up of mostly financial types—CPA's and business owners) that the goal of the group was not to be bean counters, but bean creators. Their job was to disciple in this area of money so that people would find their security in God and use what he had given (all their resources) for his glory (inside and outside the church).

When the GFG got to work, they started monthly financial reports so the church could be involved, but more importantly planned how to articulate gospel centered giving on a weekly basis as we talked about giving as an act of worship. The group started three discipleship programs in the church for teaching people about money. The first was called "Give for Ten" in which they encouraged people who had never given before to trust God for ten weeks and see what he would do. The Give for Ten campaign was strategically laid out, with testimonies about what God had done as people started to trust. The second discipleship program was helping people gain control of their money. We used Dave Ramsey's course "Financial Peace". At the end of each video session, the GFG leader would talk about the danger of getting your finances in order, but still not finding your security in Christ. The GFG worked to help people understand sound financial principles, but to put their hope in God alone. The third discipleship course was for more mature believers. We wanted believers who had learned to trust God and learned good financial management, to think about what God could do through the resources he had given them. To what could they give that would make the kingdom grow? What would happen if as a church we were united in giving and receiving? What legacy could we leave for our children? These three discipleship courses are run throughout the year by the GFG. The results in terms of joy in the life of the believers and the financial soundness of Redeemer have been more than we could ever have hoped for.

So if the Gospel Finance Group can have this much impact in the life of the believers and the church, all the while taking a load off the Elders and lead pastor, what is the strategic plan for raising up leadership so that the GFG can exist? There are several steps that need to be completed before actually diving into the GEM (STEPS 1-4), and then steps that are completed with the GEM (STEPS 5-8), and finally a last step with evaluations (STEP 9), but these are all background work for the GEM.

STEP 1: Pray and Dream Together

The first step in developing any ministry is to spend time in prayer and asking the Lord for vision and direction. While it might seem easy to just do what you have seen before, because of your demographic and culture, the work that God wants to do in your church may be entirely different than what has been done before. You might gather a few people and spend a night, or even a few weeks, praying and asking the Lord to reveal what He wants for your ministry.

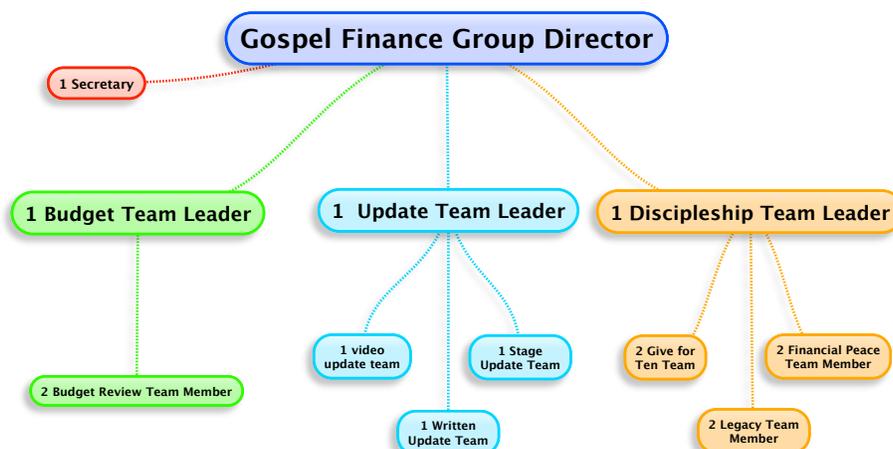
Once you have prayed together, then start talking out loud about what you have heard and what he has brought to mind – he may have even given some people visions. Make sure you take time to dream big – think in terms of 3-5 years out...think about what you would do if you had plenty of resources and people. When you dream about your ministry, you are not really thinking about what is possible right now, but rather what you want this ministry to look like as you develop it. Although your dream will probably not be possible right away, it is a picture of what you are aiming for in the long haul. So dream about what the Lord wants to do – hold nothing back!

Make sure that you are taking time to dream together as a team. Pick the people who you think would be great leaders in this area of ministry, and ask them to pray and dream together. As you share out loud about what you have heard, you'll have a great picture of what God wants to do in your church. Dream about the size of the ministry, dream about who you want to support, which areas of the world you want to impact, dream about life-change, dream about people connecting with Jesus both as leaders and participants, dream about raising up trained and confident leadership, dream about how you will make this area of ministry fun and inspiring. Let God give you His picture of what He thinks is possible for you to accomplish.

Once you have dreamed, then you can start to figure out how to divide this dream into pieces that are possible for the season that you are in. Make sure that you keep the main dream alive (you know where you are heading), but also make sure that your immediate steps are possible.

STEP 2: Build an Org Chart:

The second step is to build an org chart that will allow you to see (on paper) the structure of your GFG. The org chart shows each part of the GFG in terms of teams that can share the load. This org chart might look something like this:

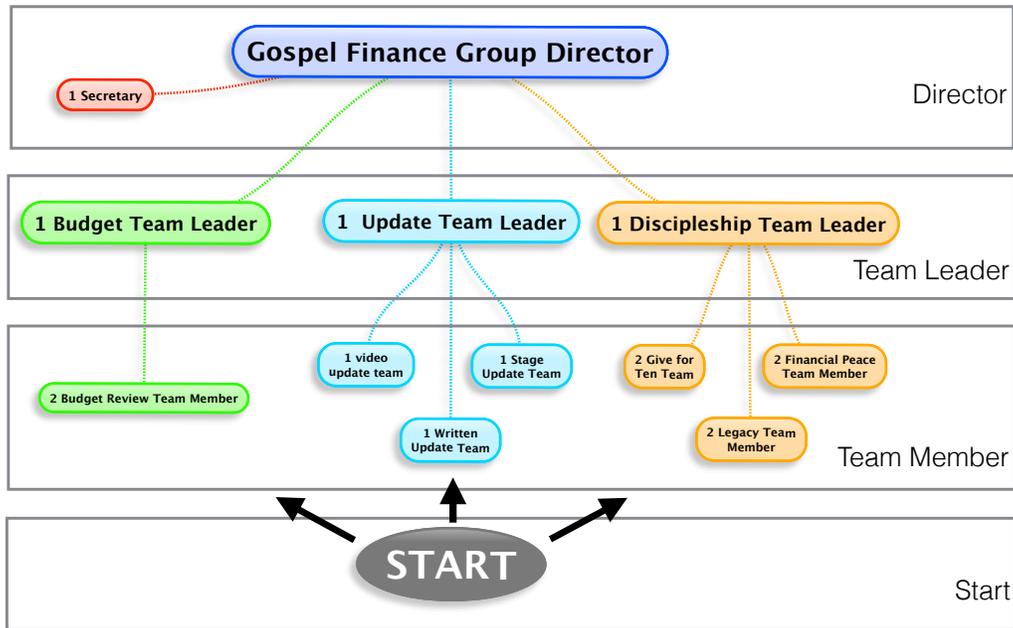


The idea is to get the org chart established so that you can see where you need people now and in the future, and how to establish training. While your name might be on every position in the Org Chart when you start your GFG, as you invite people to serve with you, you need to be thinking, “who can replace me?” The goal is to fill your whole org chart with people who are trained for each position. What an incredible team this would be!

Here’s a basic summary of each job related to each title on the org chart:

- Budget Team Leader: Oversees the GFG’s involvement with reviewing the budget for the upcoming year, as well as assessing current spending and income by reviewing P&Ls, balance sheets, and cash flow statements.
 - Budget Review Team Member: Is assigned responsibilities in reviewing the budget and current financials by the Budget Team Leader.
- Update Team Leader: Oversees the GFG’s involvement with keeping the church aware of the organization’s finances. Looks for ways to encourage people to participate in the vision and unify the church financially.
 - Video Update Team: Create video updates that help the church remain aware of the financial status that will be posted on the church website and other social media, and used in Sunday services.
 - Stage Update Team: Stage Update Team also presents the written updates as prepared by the Written Update Team and the GFG.
 - Written Update Team: Creates scripts for updates that help the church remain aware of the financial status. These scripts will be used in Community Groups, Sunday Services and other meetings.
- Discipleship Team Leader: Oversees the GFG’s involvement with discipling the church in how to be gospel-centered givers. The team leader works to find training material, trains the Team Leaders, schedules the programs, and evaluates their success.
 - Give for Ten Team: Implements a ten week giving campaign to help new believers and those new to the church learn how to trust God in giving.
 - Financial Peace Team: Uses Dave Ramsey material to disciple people to become more financially responsible.
 - Legacy Team Member: Uses Dave Ramsey material to disciple people to learn what they can do to build the kingdom with their resources.

The org chart that you put together should follow the GEM. This is because you are going to use the GEM to attract people to join the GFG. The org chart only becomes a more detailed view of the GEM. Here’s another way to look at it:



Notice that I put numbers by the positions in the org chart. This number signifies how many people we'd like to see in these positions. As we pray for people to join our team, we look at the org chart and see how many positions that we have open.

Your team needs to understand the org chart for two reasons. First, so that they can see the specific jobs that they, and their team members will be doing. This helps them to understand their specific part of the GFG so that they will not be overwhelmed thinking they have to do everything. In understanding their specific role, they are also more likely to accomplish it. Vague organizational management leads to busy work and long boring meetings in which nothing gets accomplished. The second reason your team needs to understand the org chart is so that they know how to get to the next level. If they excel in their position and really enjoy it, they may want to help a future church planter by leading a GFG.

Most people do not look at an org chart and understand it innately, therefore you must spend time explaining it. I would recommend that you include the org charts during your training.

STEP 3: Job Descriptions

Once you have decided on the specifics of your org chart, the next step is to build job descriptions that detail what that job entails. If you've ever worked on job descriptions before, you already know that this is one of the most boring and tedious jobs in the world. I would urge you to make this job fun by limiting your job descriptions to no more than one page (no one will read more than one page anyway), and by building a template by which you can build every job description from². Having a

² One job description template should be used across all ministries, not just within community groups. Changing templates means more training. Keep it simple!

template helps in your thought patterns, but it also helps keep your ministry uniform. I would suggest that a template be set for the entirety of the GEM, and not just in one ministry area. The job description should include the following:

- Title of the position (we list these as “Opportunity”)
- Summary of the position
- Time requirements
- Who the position reports to
- Who reports to this position (if applicable)
- Responsibilities and Authority
- Prerequisites
- Training

Here is an example job description:

Redeemer, Gospel Finance Group.
Job Description for Discipleship Team Leader

Opportunity: Discipleship Team Leader

Summary: The discipleship team leader is responsible for helping to disciple the church in the area of gospel centered giving and receiving. The discipleship leader oversees three teams that disciple at various levels of a believer’s life.

Time Requirements: 2-3 hours per week

This position reports to: Gospel Finance Group Director

In this position you are responsible for: Give for Ten Team, Financial Peace Team, and Legacy Team.

Responsibilities and Authority:

- Along with your team, continually identify adults and invite them to join your team.
- Train the Team Members for their various team responsibilities.
- Connect with your team on a monthly basis for care, planning, and discipleship.
- Schedule the various discipleship programs in the church calendar.
- Build a promotion schedule for the discipleship programs, and help get people involved.
- Continually evaluate each discipleship program for participation, growth, and discipleship.

Pre-requisites:

- A follower of Jesus and a faithful servant-leader in your own home
- Redeemer is your home church. This means you regularly attend, give a minimum of 10%, and serve here
- You are serving (or have served) on one of the teams in the GFG
- Recommendation of the Eldership and GFG Director

You might be tempted to think that certain positions on your org chart are so easy to do that they do not need a job description. Remember that you are not writing

this job description for yourself, but rather for the person who has never done this job before. The job description is for the purpose of clearly explaining the specifics to anyone who wants to be involved. Although a tedious task, you will find that doing this ‘behind the scenes’ work will pay great dividends in the next steps. If writing job descriptions are not your forte, you might have an evening in which you invite a few friends to help you put these job descriptions together. Remember that job descriptions can be edited, so your first efforts will not be your last. Keep a great filing system so that you can easily access for editing³.

STEP 4: Develop Training

At this point in the process, you have still not invited anyone to serve on the GFG; you are still working behind the scenes. As you think about inviting people to serve, you now need to offer training for the job descriptions that you put together. While you might do an orientation for the GFG members as a group in which you sharing vision for the GFG and gratitude to the new members, due to the intricacies of each position, you will want to establish training for each team of the GFG individually. A well-developed training will include the following four elements:

1. An Explanation of the end goal of the training.

What are the results that you want from this training? If I train people correctly, what is it that I am hoping that they will do? Remember that others cannot see the vision that you have in your head. How can you articulate the ‘end goal’ you have in your mind so that others can see the purpose of this training? You might say “at the end of this training, I would like you to be able to,” or “after our training today, financial updates from the GFG will happen like this, and look like this”. You’ll be surprised how quickly people will catch onto to the concepts that you are teaching if you lay out the end goal ahead of time.

Laying out the end goal is also useful in helping you develop training. How many times have you been to a training time where the teacher almost seems to be teaching by jogging his own memory; “oh, and another thing.” Knowing your end goal will help you know what is essential to your training time and what can be neglected for the sake of memory and brevity. If you make your training sessions brief, to the point, and purposeful, the people that you are working with will not find fifty ways to avoid them.

One of the goals for being on the GFG team is to build purposeful relationships that we can then in turn use to remind each other of God’s love! As we work together, we get to know the motivations of each other’s hearts, what frustrates us, and how we respond in all sorts of circumstances. It is great to be able to admit up front that not everything is going to go as planned, and that there will be tension that is created as we

³ If multiple people are involved, use “Dropbox” or other cloud services. The worst scenario for working as a team is that the team shares your computer. The second worst scenario is that you try and use email as editing tool. Like a software company, add something like v1.0 or v1.2 when you make major revisions. This will help you keep organized and know which version is your most recent.

work together on this team. In these moments, there is great opportunity to speak the gospel into one another's lives. Building purposeful relationship so that we can speak the love of God into each other's lives is a great goal of the training.

2. The "how to" of the job

The how to of training is for the practical tasks included in the job. The people you are training need to walk away understanding not only the expectations and tasks but how to do them. There is no doubt that you have a certain methodology in mind when you think about a task that needs to be accomplished. If you do not develop training for this methodology, be prepared to accept any methodology possible—even ones you do not agree with. Since this methodology may already be inside your head, make sure that you lay out each individual step, and then do your training based upon it. One of the difficulties with finance is that everyone in the church has a perspective on how the church should talk about it. This is typically from past experiences, which might have been good, bad or ugly. One guy on our team got up front to talk about giving, and basically told the church not to give! I sat shocked in my seat but later followed up by asking him what his prior church experience was. That day I learned that not only do we have to care for people's hearts and provide discipleship in giving, but we also have to coach them in what needs to be said and why. What is your vision for a giving announcement? And, how will those doing the announcement know if you don't specifically tell them?

3. How to get to the next level

In every training session, you should address the next step on the GEM. If you are team members, take time to tell them about the next step: Team Leader. You might include the expectations, prerequisites, and time commitment. Although not everyone who is in leadership will become a Team Leader, the few who will take that next step have just learned how to do so. Make sure you include the next steps that a person should take if they are interested in going to the next level.

4. How can I live on mission inside and outside the church with this training?

The training you are doing has ramifications for building the kingdom that goes beyond the church. The skills that people have as a result of what you have just taught can be used in their homes, neighborhoods, communities, and beyond! Isn't it wonderful to think that one training could have so many potential practical uses? In order to make this a reality, you'll have to help people connect the dots.

In *Engage the Church*, we spent time learning about living on mission inside and outside the church. We learned that mission includes working in all parts of our community for the purpose of building purposeful relationships. Remember, just like church, one of the goals of knowing how to serve in GFG is for building relationships with people whom you can hear from and speak the life giving words of the love of God. In the same way that this is our goal inside the church, this is also our goal outside the church. How can we build purposeful relationships with people so that they can hear that they are loved by God? The training you have just given is a key that will open the

door to many opportunities for building purposeful relationships. Here's a few ideas that you can use in your training to help people connect the dots:

Position	Internal Mission	External Mission	Non-Profit Mission
Leadership Team	<ul style="list-style-type: none"> • Disciple believers in learning how to manage money, and to live Gospel Centered lives as givers and receivers. • Help the church be aware of the organization's finances and goals • Be bean creators, not bean counters. • Help the Elders and church staff prepare and maintain a budget. • Provide financial coaching as a means of discipleship. 	<ul style="list-style-type: none"> • Help people in your neighborhood and community resolve and work through financial issues as a means to building purposeful relationships. • Serve in schools, community groups, clubs and non-profits, helping on boards, and in budget committees and finance groups to build purposeful relationships. • Provide financial coaching for people who are being served through non-profits (like homeless shelters) 	<ul style="list-style-type: none"> • Serve on a team that teaches financial coaching inside the non-profit. • Help mentor people individually in the non-profit who need extra help with their finances. • Teach a class inside the non-profit on finances.
Team Leader	<ul style="list-style-type: none"> • Pray for, disciple, and train your leadership • Look for potential new leaders • Find ways to increase the impact of your leadership in the church 	<ul style="list-style-type: none"> • Take on leadership positions in the community working with finances (Clubs, non-profits, schools) • Work within schools to help teachers train youth in financial matters. • Lead a city or county financial team or committee. 	<ul style="list-style-type: none"> • Take on leadership positions in the non-profit for specific areas to do with finances. • Look for potential leaders from your leadership team that could serve on a financial team in the non-profit and mentor them.
Director	<ul style="list-style-type: none"> • Listen to the Lord for vision for the GFG • Set up and Maintain organizational structure for GFG • Care for and train Team Leaders and Leadership • Evaluate the GFG's impact 	<ul style="list-style-type: none"> • Serve on the city council, school board, or other board. • Work with other churches to build their GFG. 	<ul style="list-style-type: none"> • Set up organizational structure for financial accountability and training inside the non-profit. • Help raise funds for the non-profit.

All this organizational structure and training can be used to build purposeful relationships inside and outside the church. It is exciting to think that the Holy Spirit has gone before us preparing people's heart to hear God's love, and even to speak God's

love back into our hearts. In our compartmentalized world of work, sports, family, church and automatic garage doors that keep us all separated, to see our training as the keys to opening the doors for purposeful relationships is helpful for disciples who know they are called to go and make disciples.

You might use a team of people to develop training for each position. We have always found that professionals, like CPAs, business owners, and investment managers, are invaluable. This is because they have been trained to think through so many scenarios, that they offer incredibly helpful and timesaving suggestions.

Practical thoughts on training:

If you want your training to be successful, there are some easy planning items that you might consider.

First, provide childcare, food, and drinks. Recognize that people are giving up time for training, so make it as convenient as possible for them. We do most of our training on Sundays directly after the service and we provide lunch and childcare each time.

Second, training is never a one-time activity. Although you might have an 'intensive training' two or three times a year, you can also do 'VIP' trainings throughout the year if you plan well. I introduced the concept of 'VIP' trainings in *Engage the Church*. The idea is to share Vision, Instruction, and Pray, all in about 10 minutes. You might do VIP times in the first 10 minutes of your monthly meetings. You might also do them via email or by posting a video on Vimeo, inviting your team to watch. In VIP times you can reiterate the vision, give short but useful instructions, and pray for the team. Think of all the other creative ways that you can train: books, emails, podcasts, blogs, or videos. Don't inundate your people, but providing a variety in your training will actually help people feel connected and cared for.

Third, training needs to be multi-tasked. Training needs to extend beyond that of the classroom lecture or written resource; people need to be told what to do, see someone do it, do it with someone, have someone watch them, and then they are finally ready to do it themselves. When setting up your training system, make sure that you are teaching your leadership to model/mentor by following using the following steps.

- Tell me what to do
- Let me watch you do it
- Let me do it with you
- You watch me do it
- I do it by myself

Fourth, don't be afraid to demand a lot of your leadership. Some of the worst situations come out of churches that have rushed people into leadership because they needed to fill positions. The better methodology is to set the standard high, make your leaders attend all the trainings before they are able to serve, and don't back down. In

so doing, you will create a culture where it is a privilege to serve and your leadership will realize the grave responsibility you have put them in when it comes to discipling.

Training at Each Level of the GEM:

Each part of your team will need to be trained in their specific task. The more specific the training for each position, the more confidence you will build in your team. While someone on the 'stage update team' might not think that they could ever share from the stage, if you provide the correct training, they will begin to realize that there is a possibility. Training that gives specific instruction brings security.

Developing training will take time, but it will pay great dividends as your church begins to grow. Many Student Ministries grow to a certain point (say 40 students) and plateau until they realize that their growth has been limited by the fact that they have not really set up an organizational system or trained their leadership team to get to know students for purposeful relationship (discipleship, exhortation, encouragement). Sometimes Student Ministries that don't recognize this problem can thwart growth for years. They say they want to grow and to see people come to know Jesus, but the work that they are doing behind the scenes doesn't match up with this mission. This was certainly the story at Redeemer: seven years of relying on the leadership who came to us disciplined/trained by other churches to do the work at Redeemer that didn't really match our vision. I can't tell you that setting up an org chart, writing job descriptions, or developing training isn't easy work, but I can tell you it is profitable work for your ministry; it will pay huge dividends both in your ministry and wherever God calls your people over their lifetime.

USING THE GEM

Now that you have done the behind the scenes work, you are ready to start working with the GEM. Keep in mind that the GEM has two penultimate purposes. First, it serves to show how people can join your ministry. Second, it serves to help you (as the leader) know how to get people connected and onto the next level in your ministry. The ultimate purpose is building purposeful relationships inside and outside the church while you accomplish the work that the team has been given to do.

STEP 5: Get People involved using the GEM (Attract)

The goal of building purposeful relationships through the GFG is first accomplished by getting people involved. How can we get people who have joined the church and met your prerequisites, to start thinking about serving in the GFG? How can we get them from the "START" to "Team Member" and onto the next level?

As discussed in *Engage the Church*, one of the main reasons that people do not get involved is because they do not know what they are signing up for. What do we mean by "team member" or "team leader" or "director"? Therefore, to get people involved, you must spend time clearly articulating what each position is. You can do this task by answering the following five questions:

- What you are asking the person to do

- What their commitment will be
- The prerequisites (if any)
- The training requirements
- The next step(s) to take

Here are examples that you can use for each segment:

Gospel Finance Group

Team Member

Team Member of the GFG works in one of the three teams to help the church learn to be Gospel Centered Givers. These teams include the Budget team, Update Team, and the Discipleship Team. Each team works in conjunction with the GFG Director to disciple, encourage and exhort the fellowship in the area of finances. The GFG assists the Eldership of the church by giving necessary input into the finances of the organization.

PRACTICALITIES:

- Attend the monthly GFG meeting, and work inside and outside of the group to fulfill all assigned tasks.
- Lead in their particular assigned area within the church. (2-5 hours a week, depending on the season and team you are serving on).

NEXT STEPS:

- Make sure you meet all the prerequisites below.
- Talk to a member of the GFG team, or an Elder, about your desire to join the team.

PREREQUISITES:

- A follower of Jesus and a faithful servant-leader in your own home
- Redeemer is your home church, this means you regularly attend, give a minimum of 10%, and serve here
- You are serving (or have served) on one of the teams in the GFG
- Recommendation of the Eldership and GFG Director

Contact Info: info@theredeemerchurch.com

Gospel Finance Group

Team Leader

A GFG Team Leader is responsible to oversee one specific team in the group. This is the Budget Team, the Update Team, or the Discipleship Team. Each Team Leader works in conjunction with the GFG Director and other Team Leaders to accomplish their task.

PRACTICALITIES:

- Team Leaders invest approximately 5 hours per week.
- The Team Leader is responsible to attract, train, develop, and evaluate their team.

NEXT STEPS:

- If you are interested in becoming a Team Leader for a specific area of the GFG, talk to the GFG Director

PREREQUISITES:

- Must be serving on a Leadership Team within GFG.
- Must have the recommendation of the GFG Director and the Eldership.

Contact Info: info@theredeemerchurch.com

Gospel Finance Group

Director

The GFG Director is responsible for overseeing the GFG group and all the teams therein.

PRACTICALITIES:

- The Directors spend time with the Team Leaders on a weekly and monthly basis. Directors might visit a Team Leader's area of ministry to offer support, encouragement and feedback. Team Leaders invest 2-3 hours per week into GFG outside of Sunday Services.
- Directors may be asked to help plant a church by assisting on the church plant team.
- The Director works with the Executive pastor on a monthly basis to assist in the financial position of the organization.

NEXT STEPS:

- Talk to the existing director about your desire to serve at this next level.

PREREQUISITES:

- Must be serving as a Team Leader within GFG.
- Must have the recommendation of the GFG Director and the Eldership.

Contact Info: info@theredeemerchurch.com

Once you have defined each position on the GEM for GFG, you can now invite people to be involved. Since the GEM is divided up into 10 slices, it works to market one ministry per month from the stage during the course of the year. If your church is

starting with fewer slices (church plants should start with three to five slices max), then this only increases the amount of time for promotion.

Attracting Team Members to the GFG should be well defined and strategic. Most ministry leaders strategy is to announce it from the front and think they are done. How could you purposefully develop a strategy that would work in conjunction with numerous ideas for getting people involved? Here are some ideas for promoting Community Groups

- Sunday Service:
 - Announcement by Pastor or GFG Director
 - Testimonies by GFG Team Members
 - Bulletin Bullet, Slide (on screen), Insert flier in bulletin
 - Table in Foyer/Narthex with information and invites to an informational meeting.
 - GEM poster, with your info cards for each segment of your ministry on display.
- Mid-week:
 - Email, letter, or postcard invite
 - Phone Call
 - Facebook and/or Twitter campaign
- Personal Invitation
 - Existing Team invites people they know to join Leadership

Whatever your methodology for inviting Leadership to join the GFG, think about fitting it into the larger context of your work. If your budget year is calendar (January-December) then you'll want to make sure you have a full 'Budget Review Team' in place around October so that they can review the budget. Therefore, promotions need to start no later than August, so that you can use September for training. Whatever your schedule, don't just let it 'happen', but rather be strategic with how it will help you, and your team.

As you think about promotion, consider the needs in your org chart that need to be filled. Be creative in your approach, but be specific in what you are asking for. A vague request will gain vague results. You might also talk about your specific needs during your training and VIP times; pray that God would bring the right people to step up.

The best way to get people to join your leadership team is personal invitation. This, by far, is the best methodology for getting people involved in your ministry. The key to doing personal invites in an ever growing church is to make sure that you are training everyone on your leadership team to do invitations. As the church grows, you will know less and less people personally. However, your ability to grow your leadership at this point is only limited by how many people you train to invite people they know. In *Engage the Church*, I introduced the concept of "Pipeline" as a way to help your whole team do the work of personal invitation. The idea is to list each person already participating, circle those who are potentials for moving to the next level (i.e. to leader), and then use a portion of your VIP time to invite others to serve. It is important to help

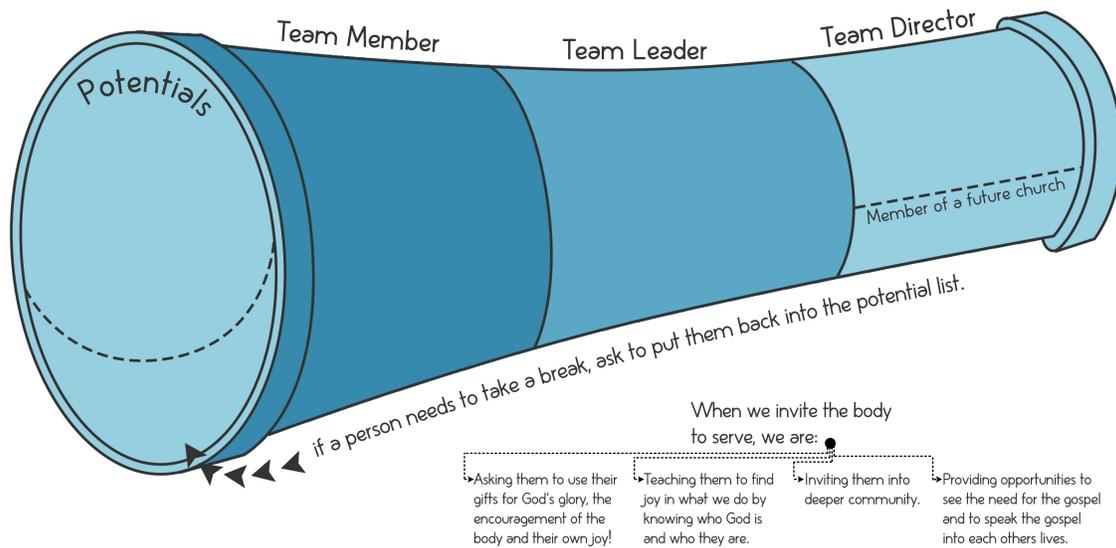
your team know the correct motivations for including others; those are listed on the Pipeline. Fill this document in before coming to your VIP time, then distribute it to your team asking if there is anyone else that we might add to the potentials list. Here's a picture of the pipeline for GFG:

Gospel Explosion Pipeline

Gospel Finance Group

BUILDING THE KINGDOM TOGETHER

Who can I invite to do this work with me? Who can work with me today?
Who's needs to find their joy by serving the body in Gospel Finance Group?



Remember that the GEM has two purposes in terms of attracting people. First, to get people from the “START” to involved in a specific area of ministry. The second so that you can disciple people, taking them to the next level. As you think about promotion of your ministry and using the pipeline, don't forget to keep both of these purposes in mind. The hope is to help those who feel called and help them get into a team that will ultimately go and start another church.

STEP 6: Get People Trained Using the GEM (Build)

Once you have attracted people, it is now time to put your training system (developed in step 4) to work. Remember the phrase “more is caught than taught”? This is a good reminder to us that training needs to include modeling/mentoring as well as teaching. This is why the next step is so critical.

STEP 7: Get People Connected Using the GEM (Connected)

New volunteers are vulnerable. Think about the first time you stepped into your workplace. How long did it take before you were laughing with people and felt comfortable being yourself? To make the GFG an easy team to join, make sure that you

connect new team members with existing team members. You might ask this existing team member to call, email, or meet with the new team member over coffee, before or after GFG meetings.

As established, one goal for an organizational system like the GEM is to build purposeful relationships. It is important that you don't just assume that people are connected, but rather you make sure. At first it might seem awkward to make people feel connected, but the more it becomes common place, your leadership team will say that they would be glad to do for others what someone else did for them.

STEP 8: Get People to the Next Level Using the GEM. (Developed)

Growth is innate to the GEM. A person who gets connected on the first level is aware that there are other levels. As they look at the GEM, they immediately see that being a group member is only the first step, and that there are two above it. As leaders, we are aware that in order for the church to grow, we must help people get to those next levels. If we are going to plant or replant churches, we know that we must develop fully functional teams that we can send out; we need directors! So how do you get someone to the next level in the GFG?

Before you do anything else, pray. Pray that God would lead people into your ministry who actually desire to get to the next level. Pray that God would bring people that you could train. Pray that God would give you eyes to see these people. So many times I've gone with my own instincts and hunches and ended up with setbacks that cost me six months in training. When I get ahead of God it is typically because I'm not living in the gospel myself. I forget that God provides, and I start trying to provide. I forget that God calls and motivates people, and instead I try to play Holy Spirit. Spend time praying that God would bring the right people at the right time. You'll be very surprised with what God does.

After you've spent time in prayer, begin to assess the people in your ministry already. There are several types of people serving in your ministry. There are those that you don't even need to ask to get to the next level; they are already working every angle to get there. There are those that you know should be at the next level but they are not stepping up. And there are those in a specific level and that is exactly where they need to stay. Your role as a leader is to figure out who is who on your team and help them get to where they need to be.

After praying and assessing, don't be afraid to challenge people to move to the next level. Often times we feel as if it is rude to encourage people to step up out of their comfort zones, but it doesn't seem that God shares that opinion. The important issue is to see God-given potential and help someone achieve it. It is amazing to me how many people I have challenged to get involved or to get to the next level that have come back and thanked me for the great joy they have in their hearts because I encouraged them. Manipulation for the sake of filling positions is wrong and will be sniffed out in no time at all; seeing God-given potential and encouraging people to step out in faith will be rewarding.

So what are some specifics of getting people to the next level?

START to 'Team Member':

Step 5 is the section on attracting people to the GFG. Remember that attracting team members is not a once a year activity, but rather is year round. Even raising up leaders to the next level is an ongoing work. We should always be considering who we can invite or take to the next level with us. Remember that if you train everyone who is involved in the GFG (from Team Member to Director) to constantly think about personal invitations, not only will you never lack for leaders, but all who visit your church will be able to say "I got to use my gifts there!"

From 'Team Member' to 'Team Leader'

Not everyone who is on your leadership team should become team leader. After you have prayed and asked for God's direction, next you need to look at the fruit of a person's life. At what level are they participating? Do they come with suggestions and ideas? Are they engaging with people outside the group? While fruit is not the final say on whether or not to take a person to the next level, it is a helpful indicator.

Once you have found a person on your team that you think would be good to take to the next level, encourage them by letting them do small parts of the Team Leader job. Ask them to lead a training or connect with a specific team member. Ask them to do promotion for the GFG in front of the church. Once they have shown themselves faithful in the various areas, you'll have a good idea what additional training they'll need before they can take on the assignment of Team Leader.

Once they have received training for Team Leader, some will be ready to lead, while others will still be on the edge. Continue to mentor them, speaking the gospel into their lives as they continue to take small steps.

Like the stake in the ground that helps the newly planted tree, be a continual source of encouragement for those who are stepping up. Some trees take root quickly, while others take years. Whatever the process, it will be wonderful to see the results as you take people to the next level.

From Team Leader to Director:

Since the director will be responsible for overseeing the entire GFG, this is not a position that you want to put a person into too quickly (for their sake and yours). No matter what training a person has, experience is the key factor for moving up to the next level. While making sure you are giving good opportunities to gain experience, make sure that you are a continual sounding board for the person you are developing to take over this position. I tell my team that I will always back them on their decisions, but I might take them in my office later privately to see what their thoughts were and how they came to that conclusion. You must empower people by giving responsibility and authority at the same time. Responsibility without authority is just frustration in the making. Give opportunities, but stay close!

Don't wait until there is a need to take people to the next level

One of the biggest mistakes in any organization is to wait to attract and train team members until there is an opening. In other words, we don't start looking for people to join the GFG until our existing ones tell us they need a break, starting today. We have all been there. In short, we don't attract and train until we are in the middle of a problem. Why is this? We know that God said he will build his church, we know that we are called to make disciples, and we also know that people who are currently serving will need a break. It is baffling to me when we think that the current situation will continue indefinitely, as this has never happened in all of human history.

No matter what your current need is, your role in the church (more specifically in the GFG) is to get the whole church involved in the life of the church. Imagine the day when a GFG Team Member can say, "I need a break", and you can reply "no problem" without grimacing or immediately panicking. This day is possible when you don't wait to take people to the next level, but pray, assess, train and develop people constantly.

STEP 9: Evaluate Constantly

The term evaluate refers to assessment or measurement. So in order to evaluate, you have to know what you are assessing or measuring. In reference to the GFG, we want to assess and measure if our efforts in using the GEM are actually working. We want to look at our results and evaluate whether or not our systems need to change.

One of the easiest evaluation tools is your org chart. If you built an org chart and placed numbers on each position, you can evaluate STEP 5 (Get people involved) and STEP 8 (Get people to the next level) by updating your numbers. The evaluation is not "is every position full" but rather "are we making progress?" If you are not seeing progress in having people join the leadership, then you need to revise the way you are doing STEP 5. If you are not seeing people progress to the next levels of the GEM, then you need to revise the way you are doing STEP 8. In our office, the org chart for GFG along with the number of people involved and open positions are posted on the wall. This serves as a constant evaluation tool for us to either celebrate how we are doing STEPS 5 and 8, or as a sign that we need to revise our efforts. Here are some questions that might help in evaluation using the org chart:

- Do people in our church know the one step they would need to join the GFG?
- Do existing leaders know how to get to the next level?
- Do existing leaders know how to invite people to serve in the GFG?
- Have we made progress in filling the positions in the last month?
- Does our "Pipeline" have the same names in the same sections as they did at the end of our last rotation?
- Are we able to confidently fill positions when people need a break?

The answer to these questions will most likely give you another set of questions. Answering those questions will result in making revisions to the efforts you have made in STEPS 5 and 8 to help you continue to move forward.

Outside of the org chart, another easy evaluation tool is a simple survey. Once during each rotation you might ask your apprentices, leaders and coaches to fill out a short survey to help you evaluate the training they have received and the connectedness they feel. This survey will help you evaluate STEPS 3, 4, 6, and 7. Here's a sample survey that you might use:

**Redeemer
Gospel Finance Group Survey**

Name: _____

Date: _____

Position: Team Member Team Leader Director (circle one)

What team are you on? Budget Team Update Team Discipleship Team (circle one)

Answer the following using the scale:
1 strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree.

1. I understand my role and my duties in the GFG	1 2 3 4 5
2. The training I received for my role has enabled me to do my job well.	1 2 3 4 5
3. I feel like I am a part of the team.	1 2 3 4 5
4. I got to know other GFG Team members by serving	1 2 3 4 5
5. I understand how to get to the next level in serving	1 2 3 4 5
6. We used the 'pipeline' to help get others on the team	1 2 3 4 5
7. I feel like I could take a break from serving if I needed to.	1 2 3 4 5
I suggest that...	
Comments:	

When you receive the results of the survey, this will help you evaluate what needs to change in the training and the way in which people feel connected. The survey is not conclusive evidence that something needs to change, but it is a great starting point for discussion.

Both these tools are great for creating a way to evaluate what you are doing. You might also consider doing a meeting for your key leaders to get their evaluation.

There are several methods by which we can evaluate, and each method comes with its own built in biases. Whatever you do, don't see evaluation as an attack, but rather that somebody is taking the time to help the ministry improve. There is no ministry that is done growing and changing, just like there is no perfect iPhone. It is great that Apple constantly fixes bugs, provides updates, gives new software and replaces outdated hardware. Imagine if Apple produced their first iPhone and then just spent the next twenty years defending it instead of improving it. Seems obvious when we are pointing at a piece of hardware like a phone, but in essence all ministry is a piece of hardware that helps us build purposeful relationship; why wouldn't we want to improve it in every way we can?

Now that you have a basic understanding of each step you might be feeling overwhelmed. As you look at what needs to be done, remember the way to eat an elephant is always one bite at a time. With everything else you have to do, it might seem difficult to spend this much time working on one ministry. As you accomplish one step at a time, you will get the job done.

There is a lot of work to do if you are going to disciple people to be gospel-centered givers. There is no doubt that in our society, there are so many evils working against the Biblical view of gospel-centered life in regard to our money. The impact that you will have in discipling in this area will affect individuals, families, neighborhoods, the church, communities, cities and ultimately the globe. Imagine what God will do when you get your whole church living on mission together and supporting that goal through their giving.

*Since the GFG is a group that manages finances in the church, we set up by-laws that help this group know its purpose, responsibilities, and authority. These by-laws can be found in the appendix.