

Pastors Who Are Shaping the Future

An Inside Look at Today's Influencers

by Warren Bird and Meagan M. Taylor

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Overview:

Article Summary

Based on a survey conducted by Leadership Network, this report reveals insights from over 100 high-influence pastors on what has influenced them, where their best ideas come from, how they learn, how they use their time, where they feel stuck, and more.

Further Reading

For a deeper glimpse into the world of large church pastors, check out any of these reports by Leadership Network, each available as a free download at leadnet.org/papers.

Teacher First: Leadership Network's Survey of Large-Church Senior Pastors by Warren Bird

Rapid Growth Pastors on a Wild Ride by Jim Kuykendall and Warren Bird

The Changing Role of Large Church Senior Pastors: Trends and Developments by Dave Travis and Warren Bird

Team Collaboration: Broadening the Church Leadership Platform by Sherry Surratt and Wayne Smith



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Pastors Who Are Shaping the Future

What would you discover if a cross-section of today’s pacesetter pastors gave you an inside look at the influences and experiences that have shaped their world, affected their decisions, and inspired their boldest ideas? “Influence” was a major topic in a survey Leadership Network recently posed to a group of senior pastors whose churches are making a strong *impact* in their in their own communities and beyond, having noticeable *influence* among their pastoral peers, and demonstrating many points of entrepreneurial *innovation* in their approach to ministry.

Here is what they said – and any who are named, gave permission to do so:

What Influences the Influencers?

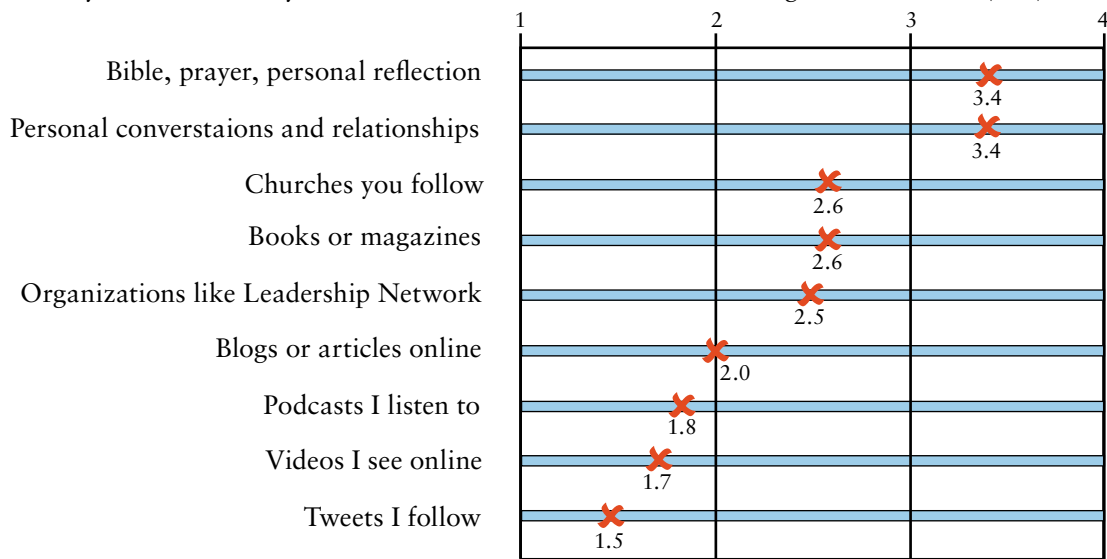
Besides time in the Bible, what kind of experience has had the most impact on you in the last 12 months in terms of your development as a leader?

When asked about their most significant experiences in leadership development over the past year, prayer and developing personal relationships were the two most popular answers. The relational pieces of talking, interacting, observing, and being mentored were a component of almost every comment, with reading voiced as a distant second place, in terms of helping these pastors develop as leaders.

Jim Downing, a pastor at **First United Methodist Church** in Sedalia, MO (www.firstsayyes.com), said his development as a leader has been influenced most by “personal and corporate soaking prayer times, listening to other pastors and sharing ideas in think-tank environments.”

Prayer, Reflection and Relationships Most Shape Today’s Influencers

Where do your best ministry ideas come from? Please rate the following sources from 1 (low) to 4 (high).



Several leaders mentioned that attending conferences, reading and interfacing with mentors were also influential experiences. “The most significant experience for me was my time in Leadership Network’s Next Generation Pastors learning community,” said a Southern California pastor who is now planting a new church. “In addition, I attended some conferences on preaching, and the Sticky Teams conference at North Coast Church in Vista, CA,” where Larry Osborne is pastor.

For others, community and global outreach has changed their ministry outlook. One pastor reported that working with impoverished children in developing countries has deeply influenced him as a leader. A lead pastor from Tyler, TX, an alumnus of Leadership Network’s Missional Renaissance Leadership Community, said that implementing a new missional advance toward his city was his most significant experience this year.

“My best ministry ideas come from hearing other pastors speak at conferences when I travel,” said Dino Rizzo, pastor of **Healing Place Church** in Baton Rouge, LA (www.healingplacechurch.org), whose own ministry initiatives have been utilized and replicated around the country.

Dave Ferguson, pastor of **Community Christian Church** in greater Chicago (www.communitychristian.org), added that strategically engaging other church leaders has transformed his experience. “I’ve been participating with a peer group of pastors that has been helpful in our church making a missional shift,” he said.

A few experienced personal and professional crises as transformative events over the past year. One pastor worked through the fallout from the moral failure of his worship leader, while another coped with the death of his mentor.

Life transitions were also frequently mentioned, from becoming a first-time grandparent to managing an empty nest. “My youngest son is heading to college, and I’m reading and reflecting around that reality,” said a San Francisco pastor.

Biggest Influence

What types of people have had the greatest impact on your development as a leader, whether you’ve personally met them or not?

Nearly all of the respondents said their biggest ministry influence *and* the place where they get their best ideas are personal relationships, whether with another pastor, a professional mentor or their own dad.

Leaders also shared the specific individuals that have shaped their lives. When asked the identity of their biggest influence, regardless of whether they had met the person, the response was hands-down: other pastors. From household names like Bill Hybels to the senior pastor that mentored them, these senior pastors look to each other for inspiration and guidance.

“Similar guys in similar churches have an impact on me,” said Craig Strickland, pastor of **Hope Presbyterian Church** in greater Memphis, TN (www.hopepres.com). “And very diverse peers in my city who choose to overlook theological differences.”

“I’ve never hung out with ministry peers very much. I hang out with business owners,” said Robert Emmitt, of **Community Bible Church** in San Antonio, TX (www.communitybible.com). “I find the conversations with business owners are real, non-competing, interesting, helpful, and they allow each of us to look at our work from different perspectives.”

“Our church staff and volunteers come up with most of the ministry ideas,” said another large church pastor. “I see my work as empowering them to do the ministry the Lord puts on their hearts.”

A pastor near Austin, TX, said the personal relationships he forms outside the four walls of his church inspire him most. “I love being engaged in serving our community through

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leadership positions,” he said. “I learn more from the leaders in our community than any other.”

“I look up to pastors, especially in larger churches, and successful business leaders involved in church and kingdom work” said one Seattle-area pastor.

Other responses included: church staff members, authors, fathers, friends, coaches and seminary professors. One pastor listed innovators, filmmakers and scientists as his biggest inspirations.

A few mentioned siblings, presidents, their wives and even surfing buddies as their leadership peers. According to one pastor, the guys he surfs with in Florida “keep me real and out of the clouds.”

A husband-wife team of senior pastors from Michigan said they like to meet other couples who share church leadership duties and, as the founders of their church, they have the most in common with other pioneering pastors.

Individuals not involved in church ministry have had a big influence as well, as several identified non-profit leaders, corporate CEOs and business owners. One Kansas City pastor said his greatest influence is “a person far from God.”

“My greatest influences are people in positions of national leadership and my two close friends on staff,” said Joel Hunter, lead pastor of Florida’s Northland, A Church Distributed (www.northlandcc.net). “But mostly my wife, who is my best friend and the smartest person I know.”

Of your closest personal friends, what percent are inside your present church?

Indeed, a majority of the leaders said most of their closest personal friends attend their current church, though almost a third said less than half of their closest friends are inside their church. Interesting, the bigger the church, the lower the percent of friends people said are inside the congregation.

Where are you on the scale of extrovert/introvert?

The pastors in this survey ranged from introvert to extrovert, with the typical respondent being more slightly extroverted. Their response was a bit different from a larger survey of large-church senior pastors we conducted two years previously where 45% said they are introverts and 55% identified themselves as extroverts. The larger the church, the more likely the pastor is to be introverted.

Well Connected and Constantly Learning

What is your greatest unanswered question?

Understandably, pastors are always in learning mode. When teaching from the pulpit, at a conference, or in their latest book, our favorite pastors impart us with great Biblical answers and illustrations from their experience. So it may surprise some to learn that these paragons of influence ponder many of the same questions we do about God, faith, themselves, and the impact of their ministry. Dino Rizzo, pastor of Healing Place Church, put it this way:

“Thank God for mentors and those who have gone before me. If you have unanswered questions you can find someone who has walked through it.”

And the pastors in the survey voiced a host of tough questions, many of them with a personal side. Here is a characteristic sample of what they said:

- “Am I really making a difference?”
- “What does the future hold for the world and my life?”
- “Why do I continue to rely on myself rather than join God? Any why does He use me anyway?”
- “How do you reconcile terrible suffering with a loving, sovereign God?”

Questions about increasing discipleship and influencing the next generation were prevalent, especially among pastors of larger and rapidly-growing churches. They asked:

- “How can I help people move past standard measures of success in order to find what they really care about and what really matters to God?”
- “How can I invest in others so the next generation sees a greater impact of the Gospel?”
- “How do we more effectively deepen and disciple people ... especially in a way that isn’t too rigid or overly formula-oriented?”

In an ever-changing cultural backdrop, finding effective means of evangelism and reaching their communities with the gospel of Christ are also among pastors’ top concerns. A few of their reflections:

- “How can I more effectively reach an increasingly secular and hostile community?”
- “Why isn’t the Church motivated to be on the mission of Christ?”
- “How do we become a movement instead of a ministry?”
- “Why don’t all churches (the entire body of Christ) work together to make a difference in the city and the world?”

Perhaps in an attempt to answer these questions, as well as grow and improve the effectiveness of their cause, these foremost leaders share that they are tirelessly reading, listening and looking for new ideas. Attending conferences, international travel, and mentorship also tend to be popular activities that spark senior pastors’ imaginative process.

A senior pastor from southern California said Leadership Network’s Church Planting Leadership Community and Next Generation Pastors Leadership Community had a lasting impact. “Today I pastor a church using much of the ideas and mentoring that I have received through the participants and the mentor pastors of those two groups,” he said.

As another example, among the 60 books published in Leadership Network’s three series, more than half of the pastors surveyed have read at least one. Nearly a third have read five or more.

The senior pastor of a Seattle-area church said one of the most transformative experiences he’s had in the past year has been “reading and journaling through what I’ve read, most recently, Tim Keller’s *Prodigal God*.” Tim Keller pastors Redeemer Presbyterian Church, a large congregation in Manhattan.

Tapping into Social Media

Please name some of the top blogs or twitter streams that you actively follow.

Pastors in the survey clearly prefer face-to-face interaction in how they learn, but they have adopted blogs, online videos, and social media such as Twitter as learning tools. Here is a sampling:

Popular People to Follow

in no particular order, based on survey participants' responses

Name	Twitter	Blog
Alan Hirsch	@alanhirsch	theforgottenways.org
Andy Stanley	@AndyStanley	driveconference.com/blog
Ed Stetzer	@edstetzer	edstetzer.com
Exponential	@churchplanting	exponential.org/blog
Jon Acuff	@jonacuff	jonacuff.com/blog
Mark Batterson	@MarkBatterson	markbatterson.com
Mark Driscoll	@PastorMark	pastormark.tv
Matt Chandler	@MattChandler74	thevillagechurch.net/the-village-blog
Michael Hyatt	@michaelhyatt	michaelhyatt.com
Perry Noble	@perrynoble	perrynoble.com
Rick Warren	@RickWarren	blog.pastors.com
Seth Godin	@ThisIsSethsBlog	sethgodin.typepad.com
Steven Furtick	@stevenfurtick	stevenfurtick.com
Todd Rhoades	@toddrhoades	toddrhoades.com
Tony Morgan	@tonymorganlive	tonymorganlive.com
Verge Network	@VergeNetwork	vergenetwork.org
Will Mancini	@willmancini	willmancini.com

*Follow all these Twitter users at once! Go to twitter.com/#!/leadnet/popularpeople
If you don't already, you can follow Leadership Network at leadnet.org/blog and [@leadnet](https://twitter.com/leadnet).*

See also "People You May Not Know About" on page 8.

Your Scorecard Isn't Your Scorecard

We all have ways we measure our progress in ministry. What would be the top items on your personal ministry scorecard?

These high-influence pastors are opportunity focused, seeking to leverage their churches' resources to increase impact. Perhaps the place they wrote the most thoughts is the question of how they measure ministry progress.

They do measure. Aside from worship service attendance and financial gain, the most popular answers included:

- small group size and number of small groups

- growth and dispersion of new disciples
- multiplication of ministry volunteers and new leaders within the church
- amount of people serving their community and beyond
- number of satellite campuses and new church plants
- racial and ethnic diversity, and multi-generational distribution

While their benchmarks cover the traditional three Bs of butts, bucks, and baptisms (or the ABCs of attendance, buildings and cash), each leader tends to have a handful of metrics about spiritual vitality, breadth and depth of impact and personal balance. A few pastors even editorialized that finding objective measurements beyond the basics is critical. And a few commented that they're still looking for better answers. "If being and making disciples is our priority, how do we measure that?" said Glen Elliott, a multisite pastor at Arizona's **Pantano Christian Church** (www.pantanochristian.org). "Give me another 18 months to figure it out."

"The tangible things we can measure are: Attendance, salvations, baptisms, servants, and number of people in small groups," said a senior pastor from southern California. "The real goal is life-change. But how do you measure it?"

People You May Not Know About

in no particular order, based on survey participants' responses

Name	Twitter	Blog
Eric Swanson	@ericswanson	ericjswanson.com
Geoff Surratt	@GeoffSurratt	geoffsurratt.com
Jamie Wright	@JamieTheVWM	theveryworstmissionary.com
Jared C. Wilson	@jaredcwilson	gospeldrivenchurch.blogspot.com
JD Walt	@jdwalt	jdwalt.com
Jim Martin	@JimMartin	godhungry.org
Jim Sheppard	@Jim_Sheppard	jimsheppard.net
Kent R. Hunter	@KentRHunter	churchdoctor.org/blog
Mary Beth Stockdale	@mbstockdale	marybethstockdale.wordpress.com
Mike Breen	@Mike_Breen	mikebreen.wordpress.com
Mike Slaughter	@RevMSlaughter	mikeslaughter.com/blog
Scott McKnight	@scotmcknight	patheos.com/community/jesuscreed
Steve Kryger	@communic8jesus	communicatejesus.com
Tim Keller	@DailyKeller	redeemercitytocity.com/blog.jsp
Tom Cocklereece	@DiscipleCoach	drthomreece.wordpress.com
Warren Bird	@warrenbird	leadnet.org/blog

*Follow all these Twitter users at once! Go to twitter.com/#!/leadnet/popularpeople
If you don't already, you can follow Leadership Network at leadnet.org/blog and [@leadnet](https://twitter.com/leadnet).*

More than half of the pastors surveyed listed specific, sometimes mnemonic, strategies for measuring growth and impact.

For example, a Georgia pastor who recently took over the helm of his church said he measures his staff's effectiveness by how well they develop followers in four well-defined areas: gospel, relationships, obedience and work. "We have a process for each value so we measure how our people are moving through that process," he said.

"We look at life transformation in people: seeing people connect in their relationship with Jesus and also with others," said a Colorado pastor of the first measure in his three-point inventory. His second measurement deals with reproduction: "Am I passing the baton, according to 2 Timothy 2:2, seeing the next generation take hold of the visions and values God has given me?" Third, he looks at the spiritual climate of his campus communities. "Are we making an impact on influential people in our communities that will bring about change?"

"Am I passing the baton, according to 2 Timothy 2:2, seeing the next generation take hold of the visions and values God has given me?"

Creativity and innovation are also important signs of growth. David McDonald, a pastor at **Westwinds Church** in Michigan (www.westwinds.org), a congregation known for its creativity, said that his staff asks: "Can we stretch ourselves, finding new ways to experience the story of God?" and "How *haven't* we done this before?"

According to one pastor of a several hundred year old church in Connecticut, "I measure the amount of stories I hear of people who are making bolder commitments in their relationship with Jesus and what things they are doing to follow Him."

Another pastor responds that his church measures life change by looking for individual stories of salvation, reconciliation between people, turning from sin and developing spiritual maturity. However, he adds, "We are trying to figure out how to better measure community impact outside our church walls."

What is the single best thing you could do to impact your community for the kingdom of God?

Helping people find and follow Christ was the number-one answer, stated in one form or another, by nearly every single pastor when asked how they could best impact their communities for God's kingdom. Some answers were as straightforward as: "Win many souls to the kingdom," while others enthusiastically laid out strategies in service to this mission. Plans focused on reaching their communities by mobilizing disciples in their daily lives, which they called "spheres of influence."

A significant portion of those surveyed said they focus on community service and social justice initiatives in order to demonstrate the hope of the gospel. An Ohio pastor summed up the sentiment of these churches: "We can know the needs in the community and lead the church to meet them in the name of Jesus Christ."

Some pastors said living their own lives well is their greatest contribution to the kingdom. "I try to make my communion with God the most important thing in my life, so that I truly reflect God in every action that follows," said one northern California leader.

A few unique strategies mentioned were strengthening families and investing in public schools. "We are in the city of Chicago and our school system is in deep trouble," said an urban, multisite pastor. "Spiritually we need to invest in men to help them become men who love, serve, and obey God."

Where are you stuck?

Making their visions to become reality still comes with no scarcity of challenges, impediments and outright failures.

Of those who identified an area they're stuck, responses covered a wide range of issues. Common problems included managing a ballooning congregation with too few resources and determining if a multisite approach is better than expanding facilities.

In other cases, doubts brought on by economic and demographic changes also trouble these pastors.

"Our town is shrinking, so numerical growth is a challenge and so are finances," said Michigan's David McDonald. Despite growth in new believers, he said "It's hard to feel like the church is succeeding when we're only marginally bigger or more financially secure than just a few years ago."

Peter Haas, a 36-year-old pastor of **Substance**, a fast-growing church in Minneapolis, MN (www.substancechurch.com) wondered if some transfer growth isn't a bad thing if only to encourage a culture of financial generosity among new believers. "We have so many young and barely-churched people who are new to giving that facility planning has been a nightmare," he said. "My 8-year-old daughter out-gave a third of our congregation last year."

"Making the hand-off from evangelism to discipleship is where we are stuck."

Sometimes, even when the church they lead is flourishing, pastors get stuck implementing their larger vision to serve the community. "I am stuck in a ton of places," admits one Ohio pastor who has focused on racial reconciliation and addressing poverty. "I am trying to get the churches in our city to work together to help feed hungry children and the elderly."

Integrating faith in people's daily lives through effective discipleship also seems to be a top sticking point. "Incorporating the rhythms of faith, hope, and love without overwhelming already busy people takes care and finesse," says a church planting pastor near Austin, TX.

Jorge Acevedo, a United Methodist pastor of **Grace Church** in Cape Coral, FL (www.egracechurch.com), added, "Making the hand-off from evangelism to discipleship is where we are stuck."

The high-influence pastors in the survey recognize that the culture they hope to attract to their worship venues is allergic to all kinds of insincerity. They want to help people experience an authentic faith community without packaging spirituality into another program or system.

"We are far too program-driven and institutionally top-heavy," says Chris Freeland, lead pastor of **McKinney Church** (www.mckinneychurch.com), a long-established congregation in the Dallas-Fort Worth area. "Clarifying vision with our staff so they embrace a more focused model has been difficult."

The pastor from Tyler, TX added his frustration with making disciples who are effective outside the church walls. "How do we really engage people in their spheres of influence for the sake of the gospel without making it into a church ministry?" he asked.

Juggling Roles while Growing the Church

What has changed about how you spend your time over the past 5 years?

Creative problem-solving in staff meetings is just one of the functions these pastors are expected to head up as their church's main visionary. In terms of priorities, a big portion of these lead pastors' week goes to teaching, mentoring pastoral staff and delegating authority to new leaders. Staying on top of these roles is not always easy. As Charles Anderson, pastor of **The U: University United Methodist Church** in San Antonio, TX, (www.uchurch.tv) said, "I have moved from directing by 'deciding the decisions' to directing by 'deciding who to delegate the deciding of the decisions'."

These pastors, who teach an average of 40 out of 52 weekends per year, spend about 14 hours per weekend preparing each message.

Teaching on the weekend seems to be most of these pastors' priority, who teach an average of 40 out of 52 weekends per year, an average that's relatively stable regardless of church size. They spend about 14 hours per week preparing each message, and

The majority responded that they only spend 1–5 hours doing work not directly related to their church. And most keep their church as their first priority.

the typical message length is about 35 minutes (high of 55 minutes and low of 15 minutes). These averages change little with church size.

The church's second most-used preacher or teacher averages 8 weekends a year.

Interestingly, they're solidly anchored to their local church despite such outside opportunities as speaking engagements, book writing and seminary teaching. The majority responded that they only spend 1-5 hours doing work not directly related to their church. And most keep their church as their first priority: "I have cut back on outside responsibilities, such as board meetings, to concentrate more on myself and the church," said an Oklahoma pastor.

Approximately what year of your current pastorate has been your best to date in terms of ministry effectiveness/fruitfulness?

Nearly all feel they've needed to stay at their churches for awhile to hit their highest level of effectiveness. For example, 51% said that their best or most effective year of ministry was at or beyond 10 years in their current position.

How many years into your current pastorate did it take until you got your staff aligned in a way you felt was workable?

Most said it took between 5 and 9 years in their current position to align their staff in a way they felt was workable and effective.

The pastors' responses about how they spend their time now, as opposed to five years ago, show a progression of learning and transitions in how and where they exert their influence. "The larger we get, the more time I spend with staff and the less with volunteers," said Hal Seed, who founded **New Song Community Church** in Oceanside, CA, (www.newsongchurch.com) back in 1992. "Also, as we have grown, my need to learn leadership principles has become more urgent and important."

Most spend less time on day-to-day tasks such as overseeing ministries and personnel and more time on vision and strategy, effective preaching, and mentoring.

"I get to show up and cheer on all the new ministries, without having to manage them," said San Antonio pastor Charles Anderson, adding that he also requires more downtime to manage stress. Others commented that in the midst of their demanding responsibilities, they have learned to place priority on spending time with family, in prayer, and creating boundaries.

"I'm smarter and willing to say 'no' much more these days" said a Georgia pastor who estimated he still spends 46 weekends per year at the pulpit.

But some see their main shifts in recent years as branching out from their local church into strategic initiatives such as church-planting and networking organizations. "I've shifted from starting the church to creating new spaces for us to be engaged in," said one church-planter in Texas. "I spend much of my time serving in the community and hanging out with people."

Their concern for community involvement and leading by example is apparent in one leader's statement: "I spend time with the poor now whereas I never did before," said an Ohio pastor. "Jesus spent time with the poor during His ministry. Now I follow Him better."

How They Use Leadership Network — And Beyond

Describe how Leadership Network is most useful to you.

Part of the purpose of our survey was to determine how effectively Leadership Network serves its innovation partners. Their largely affirming comments primarily emphasized the relational component. “Leadership Network is an outstanding source of resources, articles and latest happenings,” said Troy McMahon, pastor of **Restore Community Church** in Kansas City, MO (www.restorecc.org). “It is an excellent catalyst for relationships.”

Respondents frequently commented on the relationships created and developed in Leadership Network’s small peer groups known as Leadership Communities³ and InnovationLabs⁴. They applauded the diversity of experience and ideas in groups they attended, as well as the targeted topics and resources available to each group. “It is most useful in connecting me with leaders a few steps ahead of me in ministry, so I can learn from their experience and receive specific coaching and insight into my unique situation,” said Michigan’s David McDonald.

As Minnesota’s Peter Haas put it, “I love to see how other pastors are creatively trouble-shooting their growth problems. I need to think outside the box. This only happens when I get to hear from people who are actually succeeding outside of the box.”

Such networking is what Leadership Network is all about. As the organization’s Dave Travis, Chief Executive and Encouraging Officer, says, “We’re about connecting innovators to multiply their impact. We help influencers move from idea to implementation to impact.”

Endnotes

¹ The survey was conducted online from 9/15 – 10/13/2011 and consisted of 57 questions. A total of 109 valid responses were gathered, or a 20% response rate. Invitations to participate in the survey were done entirely by email. Responses came from 31 states. The typical person who filled out the survey is male, white (82% white, 5% Black, 3% Hispanic, 2% Asian), 47 years old, became senior pastor at their present church 12 years ago, and serves a church that is 39 years old. Attendance was 594 when he became senior pastor at his church, and is 3,201 today. A portion of the survey takers are church planters, and if churches 5-years-old and younger are removed from the response list, the average attendance is 847 when the respondent became senior pastor and 4,923 currently.

² Warren Bird, “Teacher First: Leadership Network’s Large Church Senior Pastor Survey,” 2009, page 10. Available as free download at www.leadnet.org/papers.

³ <http://leadnet.org/programs/leadership-communities>

⁴ <http://leadnet.org/programs/innovation-labs>

About Leadership Network

Leadership Network's mission is to accelerate the impact of 100X leaders. These high-capacity leaders are like the hundredfold crop that comes from seed planted in good soil as Jesus described in Matthew 13:8.

Leadership Network...

- explores the “what’s next?” of what could be.
- creates “aha!” environments for collaborative discovery.
- works with exceptional “positive deviants.”
- invests in the success of others through generous relationships.
- pursues big impact through measurable kingdom results.
- strives to model Jesus through all we do.

Believing that meaningful conversations and strategic connections can change the world, we seek to help leaders navigate the future by exploring new ideas and finding application for each unique context. Through collaborative meetings and processes, leaders map future possibilities and challenge one another to action that accelerates fruitfulness and effectiveness. Leadership Network shares the learnings and inspiration with others through our books, concept papers, research reports, e-newsletters, podcasts, videos, and online experiences. This in turn generates a ripple effect of new conversations and further influence.

To learn more about Leadership Network go to www.leadnet.org

About The Authors



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Meagan M. Taylor is a former newspaper journalist aspiring to use her skill to advance God's kingdom. She lives with her husband near Boulder, CO., where the pair love to seek out new adventures in the wild and hang out with their friends.

Contact Us

Leadership Network welcomes your response. Contact us via research@leadnet.org.

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