



HEALTHY CHURCH CHALLENGE

**30 EXERCISES TO CREATE AND SUSTAIN A
DISCIPLEMAKING MOVEMENT**



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HEALTHY CHURCH CHALLENGE
**EXERCISE 1: KNOWING
YOUR CULTURE**

Session 1 of the Healthy Church Challenge is all about your church culture and shifts/ tweaks to be more effective and healthier. We want to start that process by doing a quick analysis of your church context. We will focus on four areas: History, DNA, Values, and Impact.

HISTORY

How long has your church or ministry existed?

How many locations does your church or ministry have?

How many Pastors/key leaders has your church or ministry had?

DNA:

Using only one word, describe your church or ministry:

List three reasons you chose this one word:

VALUES:

What are the major guiding principles that dictate behavior & action in your church or ministry?
List at least three.

IMPACT:

How does your culture impact practice in your church or ministry? Look over the three previous responses (History, DNA, and Values) and determine their specific impact on your church culture. For example, how does the age of your church or ministry impact your church culture?

EXERCISE 2: DEFINING KEY TERMS

In this exercise, we need to define some key terms in order to be more effective. We know that language creates culture. What language are you and your people using about ministry? Few things are more important than the language you use because it has such a profound impact on what takes place. Spend time determining how your church or ministry defines the following elements. It is important for you to write down the definitions your people are using and not the one you hope exists. This means that while you may want to define your groups ministry as: "a thriving biblical community that prays, breaks bread, and experiences mutual care for one another", the definition may actually be: "a classroom where a teacher teaches a lesson that begins and ends with a prayer time". Be honest and as clear as possible in defining the following elements:

WORSHIP:

DISCIPLESHIP:

EVANGELISM:

SUNDAY SCHOOL/SMALL GROUP MINISTRY:

MISSIONS:

OUTREACH:

DISCIPLE:

MEMBER:

LEADER:

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EXERCISE 3: DEFINING SUCCESS

Before we can make any significant progress, we must gather as much data as possible to make informed decisions. We want to determine what success looks like for your church or ministry. Consider your last few months of ministry and list three indicators of success.

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Based on these indicators, how do you define success?

Do you need to change the metric for what success is in your church or ministry?

Are your definitions of success what you want them to be?

How do your definitions of success mesh with the definitions your leaders have?

How do your definitions of success mesh with the definitions your people have?

Based on your responses, what are some elements of the culture that need to change in order to celebrate and gauge success with your preferred metrics? For example, if you believe Sunday school/small group involvement is an indicator of success, what changes or tweaks need to take place to help people embrace this metric?

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**EXERCISE 4:
OUTLINING
OBSTACLES**

If you remember, you noted some insights from four key areas regarding culture: History, DNA, Values, and Impact. Your goal is to outline the obstacles you will face when shifting your culture to be more healthy. Try to organize your obstacles based on the four areas:

HISTORY:

What obstacles do the history of your church or ministry present?

DNA:

What obstacles does your church or ministry DNA present?

VALUES:

What obstacles do your values present?

IMPACT:

Based on the impact you noted on Day 1 of the Challenge, what obstacles must you overcome?

After listing your obstacles, begin to pray through and think through solutions. You don't need to tackle the solutions today, simply begin digesting the potential solutions and prepare for tomorrow's action step.

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EXERCISE 5: OVERCOMING OBSTACLES

In this exercise, we will identify potential solutions for the obstacles that you mentioned in Exercise 4.

THINK ABOUT THIS:

GOD HAS PUT YOU IN THE LEADERSHIP POSITION YOU ARE IN TO BE THE PERSON WHO SOLVES THE PROBLEMS YOU FACE. YOU ARE UNIQUELY QUALIFIED TO OVERCOME THE ISSUES IN YOUR CHURCH OR MINISTRY, WHETHER THEY ARE LARGE OR SMALL, AND DEVELOP A BIBLICAL, CHRIST-CENTERED, DISCIPLEMAKING FOCUS.

Take a look at the obstacles you listed in exercise 4. They may seem too big to overcome. They may seem too difficult to wade through. The reality is ministry is not easy. But we serve a God who is able to do all things. Trust Him to guide you and empower you to overcome these cultural obstacles in your church or ministry.

Using that list of obstacles, begin to write down the solutions to each challenge. Even if the solution seems way too difficult or unattainable. You must first embrace what needs to happen before you can begin to work on action steps to get there.

Finally, to the right of each solution, list the very first step you can possibly take to start moving in that direction. Obviously, prayer should be the first step in each case, but what is the first action step. Is it a discussion with a trusted leader? Perhaps it is a planning session with your team. It could be simply defining the terms of what specific ministry elements are (based on Exercise 2 of the Challenge). Maybe you are able to implement something already and take a big step.

Regardless, list the first action step toward overcoming every obstacle to complete this exercise.

| OBSTACLES | SOLUTIONS | FIRST STEP |
|-----------|-----------|------------|
| | | |

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EXERCISE 6: CONTEMPLATE AND PRAY

Using all that you have worked through, list 3 elements of your culture to pray over. Write down these three elements and spend time praying over each one.

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**EXERCISE 7: THE
DISCIPLEMAKING
LENS**

Your action step for this exercise is simple: As you go about your normal day, begin to observe all church activity through the lens of discipling culture. Worship, groups, communication, age-specific ministries. Think about each and reflect on each through the lens of discipling.

Ask this question,

***“HOW DOES THIS
HELP US MAKE DISCIPLES?”***

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**EXERCISE 8:
IDENTIFY KEY LEAD
MEASURES**

It is easy to measure tangible things like attendance and offering, but it is harder to measure the key influences that caused those numbers. When choosing what to measure in your church, you have two types of measurements: lead and lag. Lag measures are what you are getting OUT of your ministry, lead measures are what you must put IN to your ministry to accomplish those lag measures.

Identify at least three key lead measures you will begin to implement with your staff and/or leadership to see greater impact going forward. These lead measures need to be high level, something your church or ministry will focus on all the time going forward. Some examples include:

- ***DISCIPLING THE PEOPLE IN YOUR CHURCH (THIS WILL DEVELOP THEM AS A LEADER, ENCOURAGE THEM TO SHARE THE GOSPEL MORE, GIVE MORE, SERVE MORE, AND MULTIPLY THEIR LIFE INTO THE LIVES OF OTHERS).***
- ***INTENTIONAL MEETINGS OVER A MEAL (THIS WILL HELP YOU AND YOUR LEADERS CONNECT WITH INDIVIDUALS ABOUT THEIR LIFE AND ENCOURAGE THEM/SPUR THEM ON TO ENGAGE MORE WITH THE MINISTRY. WHEN THEY KNOW YOU CARE, THEY WILL CONNECT MORE DEEPLY).***
- ***ACCOUNTABILITY FOR GOSPEL CONVERSATIONS (THIS WILL PROVIDE A DISCUSSION POINT FOR YOUR LEADERSHIP TO CONSTANTLY BE INTENTIONAL WITH SHARING THE GOSPEL).***

Whatever your key lead measures are, list at least three for your church or ministry. Begin to think and pray about these measures.

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EXERCISE 9: CONNECT MEASURES TO MINISTRY

In this exercise, your action step is to try to connect ministries to lead measures. In order for lead measures to be effective, our ministry should always connect with those measures. For example, if one of your lead measures was discipling your people more effectively, then you might connect Sunday school/small groups to this measure. The goal is to see how each ministry in your church is helping you accomplish the lead measures.

If your lead measures are not what you want them to be now that you are connecting them to ministry, don't hesitate to change or adjust them in this process. The whole purpose of the Healthy Church Challenge is for you to navigate through these difficult steps to help become a healthy church.

As you work on today's action step here are some examples:

LEAD MEASURE:

EQUIP PEOPLE TO SHARE THE GOSPEL.

GROW PEOPLE IN THE WORD.

STRENGTHEN FAMILIES.

MINISTRY:

WORSHIP. MISSIONS. SUNDAY SCHOOL.SUNDAY

SCHOOL, WORSHIP DISCIPLESHIP GROUPS.

STUDENT WORSHIP, KIDS CHURCH,

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EXERCISE 10: MINISTRY OUTCOMES

Create a list of your programs and events. I mean everything, whether it is a one-time event or a weekly program. List it. Then, to the right of each item, categorize ministries based on their outcome. For example, your small groups/Sunday school outcome might be: Biblical Community, or Fellowship, or Bible Study. Here is the hard part of the exercise: Pick only one outcome for each item on the list. Choose the one thing you believe is most critical. This will help you look at the ministry for what it is most likely producing the most.

MINISTRY/PROGRAM/EVENT:

OUTCOME:

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EXERCISE 11: MINISTRY MAP

In the previous exercise you made a list of all of the outcomes of your ministries, events, and programs. Take a look at that list again.

1. Consolidate all of the outcomes that are the same or very similar. For example, you might have “spiritual growth” as one of your outcomes and it may be connected to a few ministries.
2. Second, look over the list of outcomes and determine progression.
3. Once you have developed the progression, determine what ministries and programs you have that will connect with each step in the progression. For example: we use Congregation, Community, Core, Crowd as our map. More specifically, Worship, Life Group and/or Serve Team, Discipleship Group, Missions.

Map your outcomes and create a basic pathway progression your people can clearly understand and navigate as you move from menu to map.

MAP YOUR OUTCOMES



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EXERCISE 12: APPLYING KISS

You have done some heavy lifting so far regarding lead measures and map making. You may be wondering if you “did it right”. You may be struggling. That’s OK, this is a process and we have plenty of time to work through everything.

Today you will apply the simple acronym Pastor Robby used to create a disciplemaking culture:

KISS. THE ACRONYM IS KEEP IT, INCREASE IT, STOP IT, START IT.

Look back at that list you made in Exercise 10. All of your ministries, events, and programming. You may have felt like you were forcing some items into ministry categories as you worked through the last couple of days with that list. The KISS method will help you determine if some of these things need to go. It will also help you develop your action plan at the end of the month in regard to your church or ministry. Ask this about every item on the list and then note it next to that program, event, or ministry:

KEEP IT?

INCREASE IT?

STOP IT?

START IT?

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**EXERCISE 13:
CONTEMPLATE AND
PRAY**

Reflect on the work you've completed and pray for direction regarding ministries that need to stop and start.

Sure, you may have applied the KISS method to your church or ministry, but we all know that is easier said than done. You lead people. People have opinions. People have their idea of how things should go. Making a small change can be difficult, making a big change can feel monumental.

Rest in Jesus as you pray for God to shape and change hearts while you plan. You want to pursue His best for your church or ministry.

PRAY OVER THE LIST YOU'VE MADE.

PRAY OVER THE LEAD MEASURES.

PRAY OVER THE MAP YOU BEGAN CREATING.

**PRAY FOR YOUR PEOPLE AND YOUR LEADERSHIP TO EMBRACE
CHANGES BIG AND SMALL.**

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**EXERCISE 14:
POSITIVE
CULTURE CHANGE**

Reflect on ways your church culture can help you implement change. Sometimes you can leverage what your church does well to help you get to where you need to be. Reflect on that today as you minister and connect with others.

REFLECTIONS

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EXERCISE 15: LEADER ASSESSMENT

Now, we will focus on your leaders. Whether you have paid staff or volunteers, your culture is a result of the people who serve with you.

- LIST THE NAME OF EVERY ONE OF YOUR STAFF OR KEY LEADERS.
- NEXT TO EACH NAME LIST ONE STRENGTH AND ONE WEAKNESS.
- REFLECT ON THIS INFORMATION THIS WEEK AS WE PROCEED.

| LEADER NAME: | STRENGTH: | WEAKNESS: |
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EXERCISE 16: SCHEDULE ASSESSMENT

Spend some time thinking through your weekly schedule. In the previous exercise you reflected on your staff/leadership. In order to better help them, you need to examine your own patterns.

Map out a schedule of your typical week. Don't worry about random things that take place, just list the things you typically do each week. Note them under each day.

| MON: | TUES: | WED: | THUR: | FRI: | SAT: | SUN: |
|------|-------|------|-------|------|------|------|
| | | | | | | |

Now reflect on your schedule and answer the following questions:

1. HOW DOES YOUR SCHEDULE REFLECT YOUR PRIORITIES?
2. HOW DOES YOUR SCHEDULE SHOW THOSE YOU LEAD WHAT IS CRITICAL?
3. WOULD YOU WANT YOUR LEADERS TO EMULATE YOUR SCHEDULE?
4. WHAT IS THE BALANCE OF GOD/WORK/FAMILY/REST BASED UPON YOUR SCHEDULE?
5. WHAT CHANGES NEED TO BE MADE TO ADDRESS ANY ISSUES THAT CAME UP IN QUESTION 4?

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EXERCISE 17: BETTER COACHING

Now that you have evaluated your leadership and your schedule, let's begin to synthesize that information into action steps. You don't have to think through how to help each and every leader right now, rather focus on your process of coaching your team.

List 3 ways to better emulate coaching to your staff or leaders. Whether you have been doing a great job or a serviceable job, every process can use improvement.

Once you have the ways listed, connect your coaching plans to your schedule. When and how will you coach your leadership? This could be at an ongoing training or a scheduled one on one meeting, or even both. This may take more time than other action steps but begin the work today and finish when you know you have a plan mapped out that you feel good about.

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EXERCISE 18: FEEDBACK LOOP

One of the most challenging aspects of being a leader is the "bubble" that we often find ourselves in. Inside the bubble, we don't notice when things are off. If those around us do not have permission to burst the bubble and speak freely into our lives, we can make bad decisions. You've probably dealt with or experienced someone who lives inside the bubble.

We all need a feedback loop. The feedback loop provides a healthy process to hear insight without avoiding the truths that you need to hear. Here are some ways to get a feedback loop started in your life as a leader:

- Ask a few key people you trust to share insights they see about your leadership with you on a weekly basis.

POTENTIAL PEOPLE:

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- Find one person outside your organization that sees you on a regular basis that can speak into your life. They can offer insight about what they see from afar. Ask them to meet with you monthly to discuss some ways you can stay strong in the Lord, accountable in your leadership, and faithful in your marriage.

POTENTIAL PERSON:

- Slowly implement the feedback loop into your meetings and training times with all your leadership. Create a culture in your church or ministry that allows room for everyone to speak into the process. As Pastor Robby likes to say when your team has weigh-in on the process, they will have buy-in. Let them weigh in and, over time, they will have more buy-in to the vision. This will help you cultivate a healthy church culture.

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EXERCISE 19: LEADER ACTIONS

You have worked to develop your team which ultimately drives the culture of your church or ministry. Begin to think of, and list, one action step for each leader or staff member in your church or ministry.

This can be a very simple basic first step. For example, for some leaders, you may just need to put "Get to know him/her". For other leaders, you may have a more comprehensive step to take such as "Challenge him/her to multiply their group". Regardless of the action step, choose something you can do to help coach them to reach the next phase of their ministry.

LEADER NAME:

ACTION STEP:

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EXERCISE 20: CONTEMPLATE AND PRAY

Spend time specifically in prayer for each leader or staff member on your team. If you have the time, create a journal entry for each one and list specific prayer requests. Use this as a way to pray for and track how God works in the life of each one.

PRAYER NOTES:

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EXERCISE 21: INCREASE A COACHING CULTURE

Don't change your schedule or process for this exercise, but be thinking about a coaching culture for your leaders and your people as you interact with them today.

THOUGHTS ON COACHING CULTURE

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EXERCISE 22: DISCIPLESHIP PATHWAY

One thing we believe to be critically important at Replicate is the Discipleship Pathway. So far in this Challenge you have thought through how your own ministry map looks. The Discipleship Pathway is modeled after Jesus' four areas of ministry: the 120 (Congregation), the 12 (Disciples), the 3 (Peter, James, and John - Discipleship Group), and the Crowds. We categorize these with the words, Congregation, Community, Core, and Crowd.

As we communicate about the ministry we ask people to move through the Pathway. If they aren't attending worship, then start there. If they are attending, then move to Community. If they are in community, find or lead a D-group. If they are connected, then find a place to serve and always be living missionally.

As mentioned before, it may not work in perfect progression. Some people may come to the church through Community first. Some may begin serving before they connect in D-group. But for the most part, the Pathway is sequential.

Today, look at your ministry, perhaps even the Map you developed on in exercise 11 of the Challenge. Now lay out the Discipleship Pathway and categorize your ministries based on the Pathway.

Hopefully, at this point things are clearly connecting to each of the four steps along the Pathway. If so, then great! If not, don't fret. There is more than one way to help people move through ministry. Just ask the following questions to complete this action step.



- Does your ministry reflect a simple, easy to follow path for your people?
- How can the discipleship Pathway help you communicate clearly about what you are asking people to do?
- What does your church or ministry's Discipleship Pathway look like?
- What language will you use to communicate each step on your Discipleship Pathway?

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EXERCISE 23: MARCS OF A DISCIPLE

You have examined the Discipleship Pathway and ran your ministry through the process to see how it might work for you. In this exercise we will do something similar with the MARCS of a Disciple.

The MARCS are Missional, Accountable, Reproducible, Communal, and Scriptural. These five elements are the way we can gauge spiritual growth. When you began making the shift to a healthy church, you may have had some other ways in which you measured success. Exercise 3 of the Challenge had you determine how you are defining success. The MARCS will help you gauge whether or not your ministry is effectively helping people grow.

List the MARCS acronym and connect every one of your ministries/programs/events to one of the five elements. You will probably find that some of your ministries connect to more than one of the MARCS, that's great, add it to each one that makes sense.

MISSIONAL:

ACCOUNTABLE:

REPRODUCIBLE:

COMMUNAL:

SCRIPTURAL:

Once, you have your assigned list, determine what areas of the MARCS need more attention. For example, perhaps you found that "Reproducible" only has one or two areas of ministry connected to that outcome. That would be an area to focus on as you determine how to proceed in developing into a healthy church. Use your findings to help drive your Goals in the Healthy Church Playbook you'll begin to work on towards the end of this challenge.

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EXERCISE 24: STRATEGY STATEMENT

What we want to focus on in this exercise is a strategy statement. This is something you may or may not have that we feel is critical to help your people accomplish the mission of making disciples. The difference between a vision statement and a strategy statement is the "how" versus the "why".

For example, at Long Hollow our strategy statement is Know God, Find Community, Make Disciples, and Change the World. Reflect on the beginning of the Challenge if you need help thinking through this process.

Action step: Create your strategy statement.

OUR STRATEGY STATEMENT:

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**EXERCISE 25:
PLAYBOOK: CULTURE**

This exercise is different than any previous exercise in the Challenge because you begin mapping out your Healthy Church Playbook.

Review your Challenge action steps over the last few sessions and write down three action steps for a culture change. We will focus on developing steps for your people in another exercise. Think more internally about your culture using the examples below. These can be big or small goals but make sure they are something you can tackle in the future. Examples might include:

- DEVELOP A NEW VISION OR MISSION STATEMENT.
- IMPLEMENT NEW DEFINITIONS FOR EXISTING MINISTRY TERMS.
- LAUNCH EFFORTS TO ALIGN MINISTRIES UNDER THE SAME MISSION.
- EXPLAIN AND HIGHLIGHT LEAD MEASURES FOR YOUR LEADERSHIP.

YOUR HEALTHY CULTURE CREATING GOALS:

GOAL 1:

GOAL 2:

GOAL 3:

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**EXERCISE 26:
PLAYBOOK:
STAFF/LEADERSHIP**

You have begun mapping out your Healthy Church Playbook. Now let's focus on staff/leadership goals.

Review exercises 15-21 and write down three action steps geared toward developing your leadership. These can be big or small goals but make sure they are something you can tackle in the future. That may mean that you only begin to tackle the goal but you need to at minimum pick something you can begin. Examples might include:

- ASSIGN A BOOK YOUR TEAM WILL READ TOGETHER.
- REWRITE THE EMPLOYEE HANDBOOK WITH AN EYE TOWARD A HEALTHY CHURCH CULTURE.
- PLAN A RETREAT FOR THE STAFF/LEADERS TO RESET AND RE-ENGAGE THEIR MINISTRY ASSIGNMENT.
- START A WEEKLY PRAYER TIME SPECIFICALLY FOR YOUR TEAM.

YOUR HEALTHY CHURCH STAFF GOALS:

GOAL 1:

GOAL 2:

GOAL 3:

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**EXERCISE 27:
PLAYBOOK: PEOPLE**

This exercise focuses is on the people in your church or ministry. How will you help them understand and embrace the idea of a healthy church?

Review your action steps from the past exercises and write down three steps geared toward helping your people specifically. While this section may seem similar to the culture action steps, the difference is that those were internal, church practice focused while these steps will directly involve your people.

Again, these can be big or small goals, but make sure they are something you can tackle in the future. That may mean that you only begin to tackle the goal but you need to at minimum pick something you can begin. Examples might include:

- PREACH A SERIES ABOUT DISCIPLEMAKING.
- MAKE A CONNECTION BETWEEN LEADERSHIP DEVELOPMENT AND DISCIPLESHIP FOR YOUR PEOPLE.
- DEVELOP A WEEKLY EMAIL FOR LEADERS TO ENCOURAGE AND CHALLENGE THEM.
- BEGIN TO MEET WEEKLY WITH ONE OR MORE OF YOUR PEOPLE TO EDIFY AND ENCOURAGE AND CHALLENGE THEM.

YOUR HEALTHY CHURCH PEOPLE GOALS:

GOAL 1:

GOAL 2:

GOAL 3:

HEALTHY CHURCH CHALLENGE
**EXERCISE 28:
PLAYBOOK:
MINISTRY**

Continue to create your Healthy Church Playbook. Our focus now is on the programming in your church or ministry.

Review your action steps from exercises 10-12 and write down three steps related to ministry programming. As we mentioned in the last few exercises, these can be big or small goals, but make sure they are something you can tackle in the future. That may mean that you only begin to tackle the goal but you need to at minimum pick something you can begin. Examples might include:

- LAUNCH DISCIPLESHIP GROUPS.
- BEGIN TRANSITIONING FROM A MINISTRY YOU WILL EVENTUALLY STOP.
- INCREASE A MINISTRY THAT IS HELPING ACCOMPLISH THE GOAL.
- CHOOSE A CURRICULUM OPTION OR PLAN THAT WILL PROVIDE BETTER ALIGNMENT FOR YOUR PATHWAY.

YOUR HEALTHY CHURCH MINISTRY GOALS:

GOAL 1:

GOAL 2:

GOAL 3:

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EXERCISE 29: PLAYBOOK: DISCIPLESHIP GROUP

You are one exercise away from completing the Challenge! Congratulations. I hope it has been helpful for you and that you will begin to see great fruit as you progress over the next few months. Today you will examine your role as a disciple maker.

If you are going to lead a healthy church, you must be making disciples. Rather than assume you are leading a group, we want to spend today navigating goals for your discipleship group.

IF YOU DO NOT HAVE A GROUP YET:

GOAL 1:

Pray about whom you would ask to be in your discipleship group (3-5 men if you're a man, women if you're a woman).

GOAL 2:

List potential group members here. _____

GOAL 3:

Approach the people you listed in Goal 2 and ask them to pray and consider joining you for 12 - 18 months as a group member.

GOAL 4:

Launch your group when you have the 3-5 committed members.

If you have a group. List 3 goals for your discipleship group. Examples might be:

- 2/3rds of the group multiplies when we finish.
- Our group sets the example for more groups to launch.
- Testimonies of how powerful and needed discipleship come out of my group to help others embrace the process.

YOUR DISCIPLESHIP GROUP GOALS:

GOAL 1:

GOAL 2:

GOAL 3:

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EXERCISE 30: YOUR NEXT STEP

No matter what level of health your church is at currently, you realize that we can all get better. Our prayer is that this challenge has revealed at least a few ways you can become healthier as a church or ministry.

Now you will focus on the future. Using your Healthy Church Playbook from exercises 25 through 29, begin to work toward your goals. You've got at least a dozen to pursue.

Your action step is a simple one but critical to your success: Find someone who will hold you accountable and share your Playbook goals with them. Give them permission to ask you about your goals over the next two months as you take steps toward being a healthy church.

Thank you so much for allowing us to come along side you and offer help from the "dumb tax" we have paid. We are praying for you and would love to get any feedback from you about this experience. Email us anytime at info@replicate.org

Make Disciples,
The Replicate Team

