

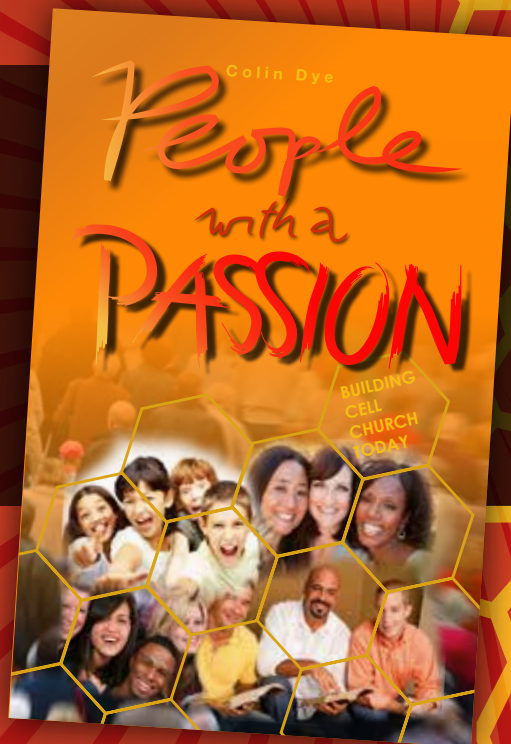
Kensington Temple
Open-Cell Leadership Development Programme (LDP)

OPEN-CELL LEADERSHIP DEVELOPMENT HANDBOOK



People with a PASSION

BUILDING CELL CHURCH TODAY



Much of the content in this manual is based on the book entitled

“People with a Passion: Building Cell Church Today”.

In the book Colin Dye provides a non-technical and accessible approach to cell church according to the Model of 12.

This manual is intended to help you work through its relevant sections.

BUY NOW

“People with a Passion: Building Cell Church Today” is available from KT bookshop at **£5.99** and as Kindle ebook from Amazon.

GENERAL INTRODUCTION

Leadership Development Programme

The Kensington Temple London City Church *Open-Cell Leadership Development Programme* (LDP) is specifically designed to prepare and activate our members into effective Open-Cell leadership. To this end there are three essential development tracks that focus on vision, leadership and training. Each LDP track has a companion handbook that guides you through specific resources and learning experiences to equip you for effective Open-Cell leadership.

The most significant person on your journey into successful leadership will be your LDP trainer. He or she will be an experienced cell leader who will practically coach and help you start and establish your KT Open-Cell group.

The key resource for your training is the book *People with a Passion: Building Cell Church Today* by Colin Dye. Much of the content in our vision and leadership manuals is based on this book and intended to help you work through its relevant sections – especially with your trainer’s help.

1. VISION

Where *there* is no vision, the people perish.

(Proverbs 29:18)

One definition of vision is **an image of the future that we seek to create.**

What is Christ’s vision for his global Church? How does Kensington Temple London City Church fit into this vision? How do we as disciples and trainee leaders play our vital part in reaching and discipling London and the world for Christ? This handbook will focus on the passion that comes directly from God’s vision, values and call upon our lives; it will explain the blueprint of our cell vision, enabling us to effectively implement the divine calling of the Holy Spirit.

2. LEADERSHIP

Leadership is the capacity to translate vision into reality.

Warren Bennis

“Ask the Lord of the harvest, therefore, to send out workers into his harvest field.” Jesus called his twelve disciples to him and gave them authority to drive out impure spirits and to heal every disease and sickness.

(Matthew 9:38-10:1)

Jesus knew the harvest was plentiful. It was the lack of labourers that was the problem: a lack of numbers but also a lack of quality. That why Christ's most important ministry on earth before his death was the leadership of his small group of 12 men. Sending out his 12 was his response to the necessities of harvesting. This Model of 12 is also our model here at KT. This handbook will equip you to successfully start, lead and run an Open-Cell and to enable your members to deepen in their discipleship and equip them to be effective witnesses in the vast harvest field of London.

3. TRAINING

In my former book, Theophilus, I wrote about all that Jesus *began to do and to teach* until the day he was taken up to heaven, after giving instructions through the Holy Spirit to the apostles he had chosen.

(Acts 1:1)

It wasn't just what Jesus **taught** that was so powerful, it was what **he did** as a mentoring example to his disciples. He called his disciples to be **with him**. Your experienced trainer will be with you every step of the way in establishing your Open-Cell. With practical advice and encouragement, your trainer will focus on helping you put into practice the things that you learn on LDP. You will use an Open-Cell logbook to chart your progress towards establishing your Open-Cell. You will sign off with your trainer on key completed learning exercises, planning, and practical experiences.

4. ADVANCED LEADERSHIP DEVELOPMENT PROGRAMME (ADLP)

What we have to learn, we learn by doing.

Aristotle

Once you have graduated from the LDP by establishing your Open-Cell, your training hasn't finished – in fact it has only just begun! At KTLCC we believe in life-long training for our all our leaders. In the LDP we train you in the basics of running an Open-Cell but in the ADLP we aim to train you to become progressively proficient in all aspects of Christian leadership and ministry. We want you to reach your fullest potential as a Christian leader. You will be enabled over the coming years to build up your leadership training profile in key areas such as:

- Pastoral care and people skills
- Theology and doctrine
- Practical ministry
- Communication skills
- Evangelism and missions
- Building your 12 and advanced leadership training
- Fivefold ministry
- Counselling and Christian psychology
- Personal spirituality



Point of contact

An opportunity for you to pause, reflect and respond to something critical to your cell leadership development.



Point of discussion

A place where discussion is encouraged in groups and also with your trainer.



Point of action

A practical application, task or activity for you as trainee cell leader to carry out.

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CHAPTER ONE

The art of imitation (People with a Passion Ch. 6)

“Imitate me as I also imitate Christ”*(1 Corinthians 11:1)*

At one time, a popular form of witnessing to Christ was through bumper stickers. One day, in the middle of one of London's frequent traffic jams, I noticed a bumper sticker on the car in front of me which read, “Don't follow me, follow Jesus!” I found this quite ironic, as immobilised by the dense traffic, nobody was going anywhere! It set me thinking about the message on the bumper sticker. What exactly was the owner of the car wanting to communicate? “Follow Jesus, not me!” is a strange message. If the driver with the bumper sticker was following Jesus, then anyone following him would also be following Jesus. And if the driver was not following Jesus, why should anyone else?

Discipleship is like that. It is not enough to tell people to do as you say. You must also be able to tell them to do what you do. Paul was not afraid to call people to follow his example. It was the bedrock of his ministry.

“Therefore I urge you, imitate me. For this reason I have sent Timothy to you, who is my beloved and faithful son in the Lord, who will remind you of my ways in Christ, as I teach everywhere in every church.”

(1 Corinthians 4:16-17)

The expression ‘caught not taught’ applies to discipleship. I would say Christian living is only taught when it has also been caught. We learn by imitating Christ in those who disciple us. This has enormous implications for the teaching ministry in our churches today. We have inherited an educational model that focuses on the impartation of knowledge, but the New Testament emphasis is on lifestyle.

Look at the following statements drawn from the New Testament.

“But you have carefully followed my doctrine, manner of life, purpose, faith, longsuffering, love, perseverance”

(2 Timothy 3:10)

“Brethren, join in following my example, and note those who so walk, as you have us for a pattern.”

(Philippians 3:17)

“Nor as being lords over those entrusted to you, but being examples to the flock”

(1 Peter 5:3)

“In all things showing yourself to be a pattern of good works; in doctrine showing integrity, reverence, incorruptibility”

(Titus 2:7)

DISCIPLESHIP ALWAYS LEADS TO LEADERSHIP

Part of the definition of a Christian disciple is that they also disciple others. Apart from people with severe and acute mental, emotional or health challenges (and we believe that even these things can be healed and overcome eventually), it is true to say that **discipleship always leads to leadership**.

Often in traditional churches, a congregation is discipled by a professional fulltime pastor or team of pastors. Members of many congregations would never think of leading others, neither are they encouraged to do so. The congregations see themselves as sheep and their professional fulltime pastors as shepherds, and that is the way it remains. Yet Jesus wants each of his sheep to also become a shepherd.

Jesus had his twelve disciples but what was his goal for them? Can you imagine if the twelve disciples never matured enough or were willing enough to disciple others? We would have no Church in the world today!

DON'T HIT A CEILING IN YOUR SPIRITUAL GROWTH!

There comes a point very soon in a Christian's life that if you don't start discipling others and growing as a leader, you hit a ceiling in your own spiritual life. Growing as a disciple ultimately means loving and discipling others. If we aren't doing this we have reached a state of arrested spiritual development. We can only achieve a very low level of Christian maturity if we don't take leadership responsibility for others.

“We know that real love is because Jesus gave up his life for us. So we also ought to give up our lives for our brothers and sisters.”

(1 John 3: 16)

JESUS AND HIS 12

Jesus discipled his 12 to carry on and multiply his own ministry he was preparing for the time when he would no longer be on earth. Most of his three-year ministry was given to discipling and growing his twelve disciples into leaders.

He said to them as he called them:

“Follow Me and I will make you fishers of men”

(Mark 1:17)

If the main priority of Jesus' daily ministry was to grow leaders to multiply the work of the gospel, then it should also be ours.



Point of discussion

An Open-Cell leader is not primarily someone who tells the cell member what to do, but rather demonstrates how to do it.

Discuss this statement with each other. What are the dangers of Open-Cell leaders telling but not personally demonstrating in discipleship matters?



Point of action

The single most important factor in preparation for successful Open-Cell leadership is your relationship with an experienced trainer who will guide and help you. Your trainer will not only oversee your studying but also partner with you practically in the starting and establishing of your Open-Cell. Ensure that you have a mentor (usually a leader related to your cell generation) and that you both are implementing the guidance in the cell trainer-trainee logbook.

CHAPTER TWO

Cell ministry foundations (People with a Passion Ch. 9)

The cell model is an intentional discipleship structure. Every member can be trained and released to do the work of Christ. The focus is on empowering people, not merely attracting them through slick programmes. Cells are the fundamental unit through which the work of Christ is done. Cells work as microcosms of the whole. They form the basic unit of congregational church life and the bigger celebration meetings, gathering cell members together in one body.

UNDERSTANDING THE BIOLOGICAL CELL

Ask any student of biology, "What is a cell?" and they will explain that it is the basic building block of the human body. Our bodies consist of billions of cells working in complex coordination. Without them, the body could not live and function. They are the basic building block of life. Each cell carries our unique genetic code, the blueprint of life itself. By nature, cells multiply themselves bringing life, health and growth.

We can draw many parallels between the current biological understanding of cells in the human body and how God calls us to function in the body of Christ. One textbook statement on the cells of the human body shows us how helpful a cell model can be in our vision for church life:

"The body is made up of billions of cells, each a single unit of life working interdependently as tissues, organs and systems to create a complex single unity greater than the sum of its parts."

Cells in the body of Christ carry exactly the same characteristics as described in this statement. They are microcosmic units of the life of the church. They are interdependent. They are part of larger structures in the body of Christ. They form a complex single corporate unit (the church) which is greater than the sum of its parts.

A CELL-STRUCTURED CHURCH

1. The life of the church is in the cells.
2. The church is energised by the cells.
3. The church operates through the cells.
4. The church maintains its unity and diversity through the cells.
5. The church remains healthy through the cells.
6. The church grows, develops and reproduces through the cells.
7. The church maintains its unique identity through the cells.

SPIRITUAL DNA

We have seen that the discipleship process began with Jesus calling his 12. His master plan was to create a small intimate fellowship of disciples around him, pouring his life and his 'DNA' into them. In this small 'cell' gathering, Jesus built a relationship with his disciples, he taught and trained them, he imparted his authority and power to them, and finally, he sent them out to minister and witness in his name.

"He appointed twelve, that they might be with him and that he might send them out to preach and to have power to heal sicknesses and cast out demons."

(Mark 3:14-15)

Later on, the Holy Spirit reproduced Jesus' ministry in the lives of subsequent believers. After Pentecost, we see the life and vigour of the early church expressed in the large gatherings in the Temple, complemented by their much smaller fellowship meetings in believers' homes (Acts 2:41-47). These are "the two wings of the church" that Bill Beckham, the author of *The Second Reformation*, describes as the basic structure of cell church.



Point of contact

Reflect on the biological cell and its relationship to the human body, and how it parallels the Open-Cell and the local body of Christ they are part of. What makes a cell and a body healthy or unhealthy? List below how this would translate into unhealthy/healthy Open-Cells and the local church they are part of.

THE HALLMARKS OF A CELL

At the core, cell church is about cells. It is important to understand what we are talking about. For instance, what are the hallmarks of a genuine cell? There are at least five: worship, nurture, fellowship, training and outreach. Believers will seek to be Christ-centred, coming under his authority. They will nurture each other from the Word of God, applying its teaching to their everyday lives. They will fulfil Christ's command to love one another and build up each other in fellowship. However, they will go beyond considering their own needs and make sure each member is equipped to fulfil Christ's call to win the lost and make disciples (Matthew 28:19).

Holding all these components together is what distinguishes a true cell from a traditional small group that may focus only on one or two of these elements. Without worship, the group would be dry. Without the Word, it would eventually become sub-Christian. Without fellowship, it would grow cold. Without training, the people would be ill prepared to do the work of Christ. And without outreach, a cell would become introspective and self-absorbed. William Temple, a former Archbishop of Canterbury, once said, "A church that lives for itself dies by itself." The church is the only institution that exists for the benefit of its non-members.

The Model of 12 with its focus on outreach and discipleship ensures that the cell stays true to its purpose. The cell is the primary place for winning new believers, discipling, training and releasing them to become disciple makers of others.

Like the biological cell, a cell group of believers will be the basic building block of the body of Christ. It will transmit the 'DNA' of Christ. It will multiply, reproducing other cells, and when necessary, it will transition into a leadership group to take care of these new cell leaders.

WHY CELLS?

We are beginning to see why cell church is an effective model for the church. At this point let us review some of the major ways the cells help us do church.

FULFILLING THE GREAT COMMISSION

The Lord Jesus has given us his Great Commission. We are to go and make disciples, maturing them in the faith and mobilising them into the harvest of the world (Matthew 28:18-20). This can only be done effectively when every believer becomes a true disciple. The small group setting is an essential part of this process.

The church is more than a building. It is also more than going to services in a certain building on a Sunday. To fulfil the Great Commission, we must be the church in the world – the church without walls. We have to live as the body of Christ every day and not just on Sundays. This means we will be active witnesses and representatives

for Christ in our daily walk. The cells help us do that. They are established where people are – in homes, offices, schools, cafes and other places of recreation.

REACHING THE LOST

Evangelism is the responsibility of every believer. We are all called to make Christ known and to share his gospel with our non-Christian friends, neighbours and relatives. The vast majority of those who commit to Christ in any context do so through the witness of a believer whom they know and respect.

Cells can penetrate every part of the city we are seeking to evangelise – schools, businesses, universities, offices, and homes. A cell church is not bound by its building and so the whole of the city can come under the influence of the gospel.

NURTURING NEW BELIEVERS

New believers need to be firmly established in their faith so that they become strong and go on to be effective, fruit-bearing disciples of Christ. The cells help consolidate new believers. That is where they can receive the level of care and nurture they need. Face-to-face interaction is the only way. The cells provide support for new believers from a group of people who are committed to praying for them, teaching them and helping them practically. The cells make sure that the fruit of evangelism is not lost.

DISCIPLESHIP

Every believer is called to be a disciple of Jesus Christ. This means we need someone to instruct us personally and to lead us in the ways of Christ. The cells provide the setting for these discipling relationships to develop. The cell leaders are accountable to the training and discipline of the church as well as benefitting from the resources, wisdom and counsel of their leaders. This helps prevent people being drawn into false teaching or being 'poached' by unaccountable people on the fringe of church life.

The cell is also where a new believer can begin to take up the call to be a disciple maker. Through the support and example of the group, cell members get involved in the discipling process from the beginning. They learn how to reach out to others and begin to disciple them.

FULFILLING THE 'ONE ANOTHER' COMMANDS

There are many things we must do as an expression of our mutual relationship in Christ. There are over 45 different passages in the New Testament which specifically speak of the responsibility we have towards one another. We are called to love one another, care for, teach and encourage one another, and to exhort, admonish and restore one another. The cells are the practical context for these things to be done consistently and comprehensively.

Cell ministry makes sure that every member is cared for in a personal way. Large Sunday gatherings can be impersonal and the individual can be lost in the crowd. But in a cell church everyone counts, everyone is important.

FINDING AND FULFILLING OUR MINISTRY

Every believer is called to life in the Spirit. The Holy Spirit has called us and gifted us with his abilities. He anoints us with these abilities to serve Christ and to help build and strengthen one another. But, unfortunately, most people never get to discover and fulfil their ministry.

The cells allow every member to respond to the call of God. The cell group is the ideal place to discover, develop and use the different ministries the Holy Spirit gives us. People can be trained in the exercise of the gifts of the Spirit and learn how to be released in their ministry.

FOCUSING OUR EFFORTS

Cell groups help us coordinate our efforts as a church and become effective in reaching our goals. We work together and do not go it alone. That is what it means to be part of the body of Christ. We benefit from the strength, wisdom, encouragement and support of the group. Also, when goals are shared openly, we become corporately accountable for them. That is a positive and productive experience for the church.

Cells enable us to work together strategically, as we break down a major task like winning our city into smaller, manageable and achievable units. For example, we have a godly goal to have a cell group in every street in London. That's between fifty and sixty thousand cells! But it becomes possible, as each cell takes its share of the work.

BEARING FRUIT

Disciples of Christ are called to become fruitful. The creation mandate to be fruitful and multiply, to fill the earth and subdue it, the Abrahamic call to become the father of a multitude, and the Great Commission of Christ to make disciples of all nations all have to do with reaching the multitudes. The cells are the place of blessing and fruitfulness. They are where multiplication takes place. As we fulfil God's call, walking in agreement with him, he blesses and prospers our work.



Point of contact

Reflect on the nature and purpose of an Open-Cell. Without being judgemental, reflect on the cell that you are a member in. Is it fulfilling what you have just learnt? What are its strengths and weaknesses in relation to the 'Why cells?' section? How will you ensure that your new Open-Cell will practically carry all true hallmarks of a cell group?

CHAPTER THREE

The cell group (People with a Passion Ch. 10)

A cell group is a small group of believers committed to a lifestyle of building each other up and reaching out to others. It is not just a small midweek meeting that takes place weekly, outside the main church building. When people say, "See you at cell tomorrow", or "I missed you at cell last week", they have not understood what the cell is all about. It seems traditions die hard. People easily slip back into thinking that church is all about meetings!

Cells do gather their members in a weekly meeting, but it is far more than that. Cell members are a group of friends who are in daily contact, sharing life and ministry together. Cell life reflects what was happening in the Jerusalem church of Acts.

"So continuing daily with one accord in the temple, and breaking bread from house to house, they ate their food with gladness and simplicity of heart, praising God and having favour with all the people. And the Lord added to the church daily those who were being saved."

(Acts 2:46-47)

The Jerusalem believers met together daily. Apart from the formal hours of prayer at the Temple, they fellowshiped in homes and through their daily activities. Cell members are first and foremost friends who enjoy one another's company and share their life and experience together through the ordinary course of daily contact.

THE FRIENDSHIP FACTOR

An important aspect of cell life are the groups of 3, which we also call 'companionship groups'. Jesus had his twelve close disciples but he had an even closer relationship with Peter, James and John. Twelve is an ideal number for a primary group – that is, a group of people who can know each other well and can sustain a high level of friendship. However, it is too large for everyone to be on the same level of intimacy. Jesus shared with his 'group of 3' things that he was not able to speak about in the wider group.

I notice the same tendency in our cell groups. Most cell members have two or three other friends in the cell with whom they relate at a deeper level. We understand this principle of human relationships to be an expression of our essential make-up as human beings. Everyone needs to have a group of two or three friends with whom they can share at a level of depth. We all should experience this level of companionship in our church fellowship.

Friendship groups of 3 facilitate the life of the cell. For example, it is not easy for every member of the cell to be in daily contact with every other member. The groups of 3 can do so easily and naturally – not because they have to, but because they want to!

The group of 3 includes your closest friends in the cell, and you can meet each other often during the week and maintain daily contact through telephone, SMS and social media. You can pray for each other daily and be available for each other virtually 24 hours a day. The groups of 3 also spontaneously reach out to their closest friends who have not yet come know Jesus. That way, evangelism flows naturally on friendship lines, and the cell group grows.

The groups of 3 facilitate the cell leader who cannot be everything to everyone all the time – no matter how small the cell group is. The leader's own group of 3 function as his or her assistants. This helps with communication as the cell leader seeks to disseminate information, delegate consolidation and generally look out for the wellbeing of the cell. There is more about this in Colin Dye's booklet, *The Friendship Factor*, which is part of the *Discipleship Cell Explosion* series.



Point of discussion

Jesus had his 'twelve' but also his 'three': Peter, James and John. Who do you relate to as your 'three'? How can you foster such principles as a cell leader without making them mechanical rather than relational?

THE TWO TYPES OF CELLS

We are strict about maintaining the two different kinds of cell meetings – Leadership Cells (also called 'closed cells') and Open-Cells. The purpose for each of these meetings is different – the Open-Cells are primarily for outreach and nurture, while the Leadership Cells focus on training leaders and building them for effective ministry. Whenever these two agendas get confused, the cell ministry begins to lose focus and the meetings become neither a comfortable environment for visitors nor an appropriate place to minister effectively to leaders.

The key to holding an effective Open-Cell meeting is flexibility. The format is informal and the timing and location of the meeting must make it easy for the cell members to meet. There is no set pattern. However, I do advise that the Open-Cell meetings take place during the week and not in the church building.

The leadership meetings are different, and it makes sense for these to be held around the Sunday service programme. It is usually more convenient for all concerned. But this does not apply to the Open-Cell meetings. The Open-Cells reach out to people *where they are*. We want to change the pattern of church which says to those who need Christ, "Come to us."

The point of the Open-Cell meetings is to give our members the opportunity to meet midweek, away from the main church building, so that they can grow as disciples at home, at work, at college or at leisure. This is where they spend most of their lives and where they meet with most of their friends. That way, cell ministry shows the relevance of the Christian faith to the whole of life and we move away from Sunday-only Christianity.

While the time, place and agenda of the cell meetings are flexible, we do teach our cell leaders to include a number of important elements. We follow the 'classical' approach to cell meetings which include:

- Worship
- Word
- Witness
- Welfare
- Warfare



Point of contact

Write a list of the types of things that happen and subjects that are addressed in the two different types of cell groups: Open-Cell and Leadership Cell (closed cell).

- People development
- Relationships
- Helping one another grow
- Sharing life's joys and setbacks
- Encouragement
- Prayer
- Personal testimony
- Goal-setting
- Strategic planning



Point of discussion

The last thing we want is just another meeting. What are the dangers of getting into a rut in weekly cell meetings? Most of the real work of cell ministry takes place outside the weekly cell meeting. How will your new Open-Cell focus on relationship building?

COVENANT-TYPE RELATIONSHIPS

The regular cell meetings help cement the bonds between the cell members and develop them into strong covenant-type relationships. The cell leader gets to spend individual time with cell members outside the cell meetings, keeping watch over them like a shepherd. The cell members accept their responsibility to become their “brother’s keeper” and to take their place in the ministry of the church. The whole cell functions as a unit but it is not independent from the rest of the church. The ‘friendship factor’ takes effect as the cell members help one another find Christ and grow to be like him. These relationships are the spiritual bonds of the body of Christ and, like the ligament and sinews in the human body, hold the church together. The whole is built up as each part does its work. All the key activities of the cell work together to grow the church:

- Evangelism
- Consolidation
- Mutual discipleship
- On-the-job training
- Development of spiritual gifts
- Ministering to one another

FOLLOW THE 50:50 OPEN-CELL PRINCIPLE!

Each Open-Cell meeting should focus 50% of the time on edifying one another and 50% of the time on focusing on reaching out to the lost.

- 50% of the time in the meeting on 'one another ministry', edification, pastoral ministry, member growth on the Ladder of Success.
- 50% of the time on planning evangelistic events, evangelism of 3 friendship evangelism, prayer for the lost.

Don't forget the 50:50 principle! It will keep your Open-Cell healthy and focused.

SAMPLE CELL MEETING

We will end this chapter with a sample list outlining a typical cell meeting to help us see how all this comes together.

- Assembling together – time for a quick catch up, ice-breaker and welcome
- Short opening prayer followed by worship
- Time of testimony – “What has God been doing in your life? In your family? In your Evangelism of 3?”
- Prayer time in groups of 2 or 3 – “What are you believing God for? What prayer needs do you have? How can we pray for those on your Evangelism of 3 list?”
- Opportunity for someone (a budding or established leader) to share a short inspirational word or testimony
- Vision word from the cell leader
- Closing prayer
- Time for social interaction – a snack, a simple meal or just a cup of coffee.

CHAPTER FOUR

The Ladder of Success (People with a Passion Ch. 14)

THE LADDER OF SUCCESS

Success is a positive word in today's world. Everyone is seeking it. But what does it really mean for a believer? What is success in the eyes of Jesus? As far as he is concerned, there is only one criterion by which we may judge success. All that he has told us to do can be summarised by his final instructions to the church.

“Go and make disciples of all nations baptising them in the name of the Father, the Son and the Holy Spirit, and teaching them to do everything I have commanded you.”

(Matthew 28:18-20)

Your life will be judged successful only in so far as you have personally fulfilled this commission of Jesus. It means making disciples and maturing them into his character and image. The Model of 12 is a practical means by which we can all obey the call of our Master and be successful in his eyes.

THE WAY TO FRUITFULNESS

The backbone of the Model of 12 is the Ladder of Success. Some may prefer to call it “the way to fruitfulness”. The expression ‘ladder of success’ came about in Bogota when Cesar Fajardo, who together with his wife Claudia, led the youth ministry, numbering many thousands – arguably one of the largest youth groups in the world! Fajardo was giving a seminar outlining the elements of the cell vision that brought fruit into the church, and listed the following: win, consolidate, disciple and send. He then said, “Those are the four steps on the ladder of success!” The term was adopted by the whole church as a useful summary of the discipleship process.

These four steps are not unique to the Model of 12, but are embedded deep within its structure. We will expand the model more fully in the following chapters, but we begin with a brief explanation of these four steps. The Ladder of Success is not a formula but a reminder of the important elements in the discipleship process.

LADDER OF SUCCESS SUMMARY

Win

New believers are won by personal evangelism, through the cells and through the celebration meetings.

Consolidate

The new believer is consolidated through the Pre-encounter Bible studies, the Encounter Weekend and the Post-encounter Bible course.

Disciple (Train)

The disciple is then trained in the Leadership School and in the cell group to which they belong. During this time there is a Re-encounter Weekend and each person is equipped to become a cell leader.

Send

The disciple launches a new cell group and becomes part of a P12 group. The original leader's 12 grow their 12, making a potential total of 144 cells. The leader then forms teams to run his or her own Encounters and starts a new Leadership School. The cycle continues and the cells multiply. Congregations are formed and people are mobilised for mission, transforming society at home and reaching nations abroad.

PRODUCTION LINE OR DISCOVERY ADVENTURE?

You may be thinking that all this appears to resemble a factory conveyor belt. That is not a good way of looking at it. Obviously, the Christian life does not function like an automated machine. People grow at their own pace, and cannot be treated as items on a production line.

Imagine a multi-storey department store. The entrance is warm and welcoming. As you go inside, you notice all the goods on the ground floor. You may wish to spend some time there, browsing through the items on offer. Then, you notice the escalator to the next floor and check out what departments it houses. When you are ready, you step onto the escalator and it lifts you effortlessly to the next level. You are then drawn to the next level, and the one after that. Eventually, your interest takes you to the top floor and you look at the goods on display there.

In many ways, the four steps of the Ladder of Success are exactly like those escalators in the department store. They are always available, but never intrusive or demanding. It is your interest that draws you to the higher levels. As you discover what interests you on the next floor, the escalator is always ready to take you there. That's how people progress on the Ladder of Success. They begin on the ground floor and are drawn to the higher levels as they go forward in their adventure of discovery.

**Point of discussion**

How can a person 'get stuck' on the Ladder of Success? What factors and/or motivations could cause someone to stagnate in their journey to maturity? How would a cell leader help their members in this scenario?

**Point of action**

Make sure you have your own copy of the *My Spiritual Journey* logbook. This logbook maps out the key experiences of an individual progressing along the Ladder of Success. This is a key tool not only for yourself but for those you will be discipling in your Open-Cell.

CHAPTER FIVE

**Friendship evangelism
(People with a Passion Ch. 15)**

The greatest untapped resource for the work of the kingdom of God today is the body of Christ. Any evangelistic strategy that fails to train and successfully mobilise church members simply will not be effective. That was the secret of the New Testament church. Every member was a propagator of the faith – or to put it another way, they ‘gossiped the gospel’ wherever they went.

It all begins with having a passion for souls but we must also work on ways of channelling that passion into effective evangelism. After 2,000 years of church history, personal evangelism is still the best way of communicating the gospel. We believe in mass evangelistic events, communication through literature, television, radio, and of course, evangelism through church services. However, the vast majority of those who come to Christ speak of the personal contact they had with Christians who loved them enough to pray for them and share the gospel with them.

CELL EVANGELISTIC PRAYER TRIPLETS

Evangelism begins in our ‘Jerusalem’. That means we should all share the gospel with our friends, our family and our closest associates. Kensington Temple church members find street evangelism to be effective and we win many of our converts through this method. However, friendship evangelism is our primary method, and this happens through the cells. The Model of 12 uses ‘prayer triplets’ or the Evangelism of 3 as a basic tool for evangelism. This means we ask cell members to think of their personal circle of influence and list the ten people they are most likely to reach with the gospel. We then encourage them to pray for at least three of these people the Holy Spirit particularly impresses on their hearts. They pray daily in groups of three and in the weekly cell meetings. The cell members then begin to build genuine friendship relationships with the people they are praying for.

Genuine friendship is a key factor in communicating the gospel successfully. People are more likely to accept the message if they accept the messenger. It is a principle of mission. We have a twofold responsibility in following Christ’s call to preach the gospel – first to ‘earn the right’ to preach it, and then to preach it in such a way as it is most readily understood and received.

Friendship evangelism means loving people enough to be their friends and caring enough to tell them the truth about Christ. It breaks down barriers to witness, builds bridges for the gospel and establishes a good foundation for on-going discipleship through the cells.

This means we must make time to develop genuine friendships with those who do not yet know Christ. We meet them on common ground – shared interests, social links or professional calling. We ‘show ourselves friendly’ by caring genuinely about their concerns, enjoying being with them and generally being there for them.

SUCCESSFUL EVANGELISM

Friendship evangelism in all its forms is crucially important. Fruit does not always come immediately. We have testimonies of people developing genuine friendships for several years before these eventually led to commitments to Christ. Other times, all it takes is an invitation to the cell meeting or an evangelistic event, and the person comes along and gets saved. The significant factors are faith, prayer and patient persistence.



Point of contact

An Open-Cell is by its very nature an evangelistic cell. The two most important functions of your Open-Cell are first to win new people to Christ and then second to disciple and mature them through the principles of the Ladder of Success. This means that many of your Open-Cell meetings will actually be evangelistic and friendship outreach gatherings. You can do trips to the cinema, bowling, a picnic in the park, parties and so on. If non-Christian friends are invited by cell members to such fun activities and proper prayer has been mobilised through the Evangelism of 3, not only will everyone have a great time, but opportunities for witnessing will take place and people will come to the Lord. Stimulating evangelism is the most important role of an Open-Cell leader.



Point of action

Are you personally working the Evangelism of 3? It takes discipline, devotion and true love of lost people. It is the most important thing that you can do and encourage others to do in this life on earth. Put it into practice today.

CHAPTER SIX

Caring for new believers (People with a Passion Ch. 16)

Being committed to Jesus' mission means that we do more than preach the gospel. We want to see people respond to the message, become genuinely born again and go on to follow Christ all the days of their life. The cell model organises the whole church around these objectives.

Through the cells, we form strong relationships with people who do not yet know Christ. Often these friendships lead to clear commitments to Christ in the cell meetings. Therefore, many new believers are ‘born’ into the cell ministry. That makes follow-up and on-going discipleship much easier. The cell group that introduced the new believer to Christ is the most natural environment for nurture and on-going discipleship.

However, we ask the cell members to make sure that new believers make a public commitment to Christ during one of the main church services. We call this making an affirmation. We want new believers to understand right away that there is more to church life than the cell groups.

New believers can love the cells but see no need for the other expressions of church. Some cell churches have more people in the cells than those who attend the regular church services. We avoid that pitfall by ensuring that every new believer makes a public commitment before ‘the whole family’ of believers. They begin to understand that church involves being a member of a group far larger and more diverse than the cell group in which they found Christ. The consolidation process roots new believers in the life and ministry of the whole church.

THE SCANDAL OF ABANDONED BABIES

God is the supreme nurturer of new life. The parable found in Ezekiel 16:1-14 shows how he took care of the baby nation of Israel. He found her abandoned in a field, newly-born, still covered in blood and exposed to the elements. God, in his love and compassion, washed her, fed her, clothed her and nurtured her to maturity. Consolidation calls us to have the same compassion on the new-born Christians he has entrusted to us.

Do you remember what it was like to be a new believer and to be in church services for the first time? There was joy and excitement of your new discovery of life in Christ, but there was also some fear and apprehension. Perhaps you came to Christ with many problems, looking for answers. You probably wondered if the people

around you really cared about you and if they could help you. A thousand questions about God, the Bible and church life probably flooded your mind. But the central question you asked yourself was, “Do I really belong here?”

New believers in your church will probably all have the same thoughts. They will be looking to you for answers and will follow your example. Above all, they will be looking for people who will be there for them and help them feel that they belong. Consolidation is all about helping these new believers find their feet and make a good start in their Christian life.

CONSOLIDATION TEAMS

Consolidation takes place primarily in the cells. If someone commits to Christ in the cells, then naturally the cell takes care of the new believer. However, many come to Christ in the services or during an evangelistic event. Through our School of Consolidation we prepare teams from the cells to begin consolidating those who come to Christ who have not yet had any contact with a cell.

Teamwork is essential. Jesus' words in Matthew 4:19, “Come follow me and I will make you fishers of men”, were spoken to a group of disciples. He trained them in his ‘cell group’, and they learned to work as a team. Many of them were professional fishermen and knew the importance of teamwork in the fishing industry. Normally, they fished from two boats side by side. It took cooperation and team effort to haul in the fish caught in their nets. Then the fish had to be cleaned and prepared for the market. They all had to work together.



Point of discussion

Discuss the parallels between the care of a newly born baby and the care of a newly born-again believer. What can we learn from this in how we as Open-Cell leaders are to practically care for new believers that are won by us, our cell members, or through our congregational services?

Point of discussion - Continued

CHAPTER SEVEN

Consolidation begins (People with a Passion Ch. 17)

Consolidation begins the moment a person responds to the gospel. This response to the pure grace of God is simple faith in Christ – with no strings attached. Salvation is a free gift and we do not add any legalistic preconditions. Our appeal to follow Christ makes it clear that Jesus accepts us just as we are. However, we also stress that new believers are beginning a new life as disciples of Christ. Each respondent is invited to pray a prayer of salvation including the following elements:

- Their need of God: “I need you.”
- Their condition: “I am a sinner.”
- Their repentance: “Forgive me.”
- Their acceptance: “I put my trust in you – I want to live for you.”

We usually invite those who pray the prayer of salvation to the front of the church to emphasise that they are joining the family of God that publicly welcomes and celebrates their arrival. They are accompanied by their friends from the cell group and the consolidators who are on duty at that meeting. We explain the gospel again in simple terms and emphasise that if they have genuinely prayed the prayer of salvation then Jesus is now with them, just as he promised. Next, we pray for each person that Christ would make this experience real and help them as they begin new life in him.

VERIFICATION

The first objective is to verify the decision the respondent has just made and to be sure that they have understood what they have just done. We also assure them of Jesus’ promise that whoever comes to him, he will not turn away.

The consolidators are taught to be clear about the five major themes of the gospel.

1. Teaching about love – God loves every individual

(Jeremiah 31:3, John 16:27 & 1 Peter 2:8-9).

2. Teaching about sin – everyone, without exception, has sinned

(Romans 3: 10-12 & 23).

3. Teaching about Christ – the only sufficient Saviour

(John 14:6, Romans 5:8, Galatians 3:13, Ephesians 2:8-9, Isaiah 53:5 & 1 John 1:7).

4. Teaching about repentance – turning from sin to follow Christ*(Acts 3:19, 1 John 1:9, Isaiah 1:18 & Proverbs 28:13).***5. Teaching the Lordship of Jesus Christ***(Matthew 7:13-14 & John 1:12).***ALLOCATION**

The next step is to allocate the new believer to a consolidator for the next stage in the follow-up process. As we have said, if the person has come from a cell group, they are allocated to the leader of that cell. If not, then the person who counselled them after the service will personally take care of the next step in the consolidation process. This is because the consolidator on the night has already begun to build the relationship.

The consolidator may eventually introduce the new believer into his or her own cell. However, the objective is to link the new believer to the most appropriate group. We take into account any existing relationships they may have with members of the church. Hopefully, the cell will be in a geographical area that is accessible to the new believer.

Naturally, if a person already has some friends in the church, we involve them in this process. Perhaps they are not yet in a cell themselves and this gives us the opportunity to encourage them to join the same cell as their friend who has just come to Christ.

THE FIRST WEEK

The first week of a new believer's life is critical to their on-going Christian experience. We aim to do two things within this time frame: to make personal contact by phone and to arrange a face-to-face meeting in the home or another appropriate place.

INTRODUCTION TO CELL

The new believer is always accompanied to his or her first cell meeting. We do not just give them an address and hope they will show up. Meeting up for a cup of coffee nearby, or a simple chat somewhere convenient, is always advisable before the cell meeting. That way the new believer is not left to meet a group of strangers on their own. Friendship is always the key. Each person begins to feel that they belong and that they have a new circle of pleasant and caring friends. The cell group will have already been praying for the new believer and is ready to welcome them into the group – without overwhelming them of course.

The consolidation process now continues in the cell and the next step is to present the Pre-encounter Bible studies which lead the new believer into their first steps of discipleship and prepares them for the Encounter Weekend.

**Point of action**

Make sure that you fully understand the process of initial verification and the early steps of consolidation so that you can actively participate in it.

CHAPTER EIGHT

**From Pre-encounter to Encounter
(People with a Passion Ch. 18)****THE THREEFOLD ENCOUNTER PROCESS**

As we have seen in our overview of the Ladder of Success, the Model of 12 helps lead new Christians through a threefold process of consolidation: Pre-encounter, Encounter and Post-encounter. It begins the moment they make a declaration of faith in Christ. Ideally, the ground has already been prepared by the cell members who were instrumental in bringing them to Christ.

The two-part Pre-encounter Bible study helps ground new believers in basic Christian teaching and prepares them for the Encounter Weekend. During this period, the new believer is taught some basic principles of life transformation. Their relationship with other cell members deepens and they begin to anticipate the Encounter Weekend where they will have a profound experience with Christ.

The New Believers Encounter is then followed by the Post-encounter course which we call Living Free! This is a 10-week programme, during which a facilitator leads the small group discussions that follow the main preaching sessions.

NEW BELIEVERS' LOGBOOK

Early on in this process, each new believer is given a logbook entitled *My Spiritual Journey* which contains some teaching on the cell vision and highlights key stages of their spiritual growth. It helps encourage them to progress in their spiritual life as they walk step by step through the cell vision, beginning with their decision to follow Christ until the moment they open their own cell group, and go on to influence their world for Christ.

Each major stage in the journey is marked by a certificate signed by the cell leader when the new believer completes a step:

- First-time commitment or public affirmation of believing in Christ
- Baptism in water
- Baptism in the Spirit
- Pre-encounter studies
- Encounter Weekend
- Post-encounter (*Living Free!* course)

- Evangelism of 3 (prayer and witness triplets)
- Leadership School
- Re-encounter (preparing prospective leaders)
- Opening a new cell.

The first part of the Pre-encounter teaching is a four-week Bible study series called 'Walking with Jesus'. The second part is another four week series entitled 'Preparing for Your Encounter with Jesus'. The cell leader is responsible for making sure that every cell member receives this teaching. It can take place during the cell meetings, if there are a significant number of new believers present. It can also happen before, alongside or after the cell meeting, if there are only one or two new believers in the cell group.

Sometimes, we organise special Consolidation Groups consisting entirely of new believers. These groups are an ideal way of starting new cells where existing cells cannot accommodate the geographic, relational or scheduling needs of the new believers. Our *Discipleship Cell Explosion* booklet, *Consolidation Groups* gives a detailed explanation of how these groups function and how they are led.

Another approach is to hold the consolidation Bible studies at a central venue before or after the main Sunday services.

PRE-ENCOUNTER BIBLE STUDIES

The preliminary teaching is called 'Walking with Jesus'. We deal with four topics.

Study 1: *A change of direction – repentance and faith*

Study 2: *Becoming a disciple of Jesus – water baptism*

Study 3: *Power for living – receiving the Holy Spirit*

Study 4: *The church – belonging to the family of God*

ENCOUNTER WEEKEND

The second series of Pre-encounter studies is called 'Preparing for Your Encounter with Jesus'. We base the Encounter preparation on four Bible studies. However, this is only the teaching material. The real preparation happens through personal discussion and interaction. Other cell members share their experiences of the Encounter and this builds expectation and motivates the new believers to take this next step in the Ladder of Success.

Study 1: *Introduction to Encounters*

Study 2: *Getting to know Jesus*

Study 3: *Real change – heart transformation*

Study 4: *Being set free*



Point of contact

Have you either experienced or been part of helping another in the Pre-encounter process? How does this work practically?

CHAPTER NINE

The Encounter (People with a Passion Ch. 19)

Our Encounter weekends are charged with a palpable sense of the presence of God, as the team leaders have spent weeks preparing, fasting and praying for the manifest presence of the Holy Spirit. From the first session on Friday evening through to the concluding session on Sunday at noon, there is only one way to describe what is happening – people are meeting with God. Compelling worship, relevant and practical teaching, words of knowledge and personal ministry directed by the Holy Spirit, combine to make the experience unforgettable and life-changing.

The Encounter finishes with a Communion Service followed by Sunday lunch, and the delegates make their way back to London filled with the Spirit, blessed and transformed. They have met with God. During the following week, they share their experiences with their family, their friends and their fellow cell members. The victories won on the Encounter are underlined by the *Living Free!* teaching – the 10-week Post-encounter programme. From there, the new believers will be trained in the Leadership School, become cell leaders themselves and begin to grow in their ministry.

We have several different kinds of Encounters. In addition to the New Believers' Encounter, we have Annual Encounters for cell members and Annual Leaders' Encounters. There is also an Encounter for those who are about to become cell leaders. We call this the 'Re-encounter' or the 'Leaders' Preparation Encounter'.

Both the New Believers' Encounter and the Annual Encounter for cell members are held for each of the nets – men, women, youth and children. The Leaders' Encounters are usually mixed in gender and we encourage every leader to go on one each year. This is to help us all keep fresh in our relationship with the Lord and to re-energise us in our personal life and ministry.



Point of action

Using the *People with a Passion* Ch. 9 information, imagine that you are organising a group of new believers for their first Encounter. Write a plan with action points for how you would go about taking such individual through Pre-encounter preparation right through to the end of the Encounter Weekend.

What are the most important aspects to focus on? Don't forget that the end of the New Believers' Encounter launches you into the Post-encounter *Living Free!* course.

LIVING FREE!

In the *Living Free!* Post-encounter course all the students meet together for worship before going to their respective classes. We begin with the teaching for the evening followed by small group sessions led by trained facilitators who help the students apply the teaching to their lives personally. We call this the Transformation Track and it is where the real work takes place. The facilitators, often the cell leaders of those in the groups, involve each person in the process of sharing, asking questions and doing the practical assignments.

Everything is designed to help establish the new patterns of life and living. The new believers begin to grasp what life in Christ is all about – walking in the grace and favour of God, surrendering to his Holy Spirit and living out their call to be like Christ in life and ministry.

CHAPTER TEN

Planting a new open cell (People with a Passion Ch. 22)

The final stage in the Ladder of Success is 'Send', and this is about planting new cells. The new believer has been grounded in their Christian life through the Pre-encounter teaching, the Encounter Weekend and the *Living Free!* Post-encounter course. He or she has also been through basic cell training on the Leadership School and is now ready to plant their own Open-Cell. Clearly, this is a big step for which there must be thorough preparation.

The prospective cell planter has been continually surrounded by the prayerful support of their Primary Cell leader and the Primary 12 group to which they belong. The net leaders (those who head up the Men, Women, Youth and Children's Nets) also meet with their Primary 12 group of leaders each week. That means every existing and prospective cell leader is accountable to the 'top level' leadership of the church. This is an important factor in maintaining unity and purity in the cell vision.

The cell planters have been increasingly involved in leadership within their own cell and have already begun to win and consolidate new believers themselves. They attend weekly leadership meetings held by their immediate team leader and will be encouraged and supported at every stage of the cell planting process.

HOW TO PLANT AN OPEN-CELL

The seeds of cell planting are sown into every cell member. Multiplication is part of the DNA of each cell. The group grows through evangelism, as each cell member identifies people they can reach with the gospel. We encourage people to think about whom they could most naturally reach with the message of Christ. They are taught to identify and pray for this target group which is usually those they work with, share common interests with and with whom they have the closest affinity. Long before they start their own cell, the cell member will have been evangelising their target group. Our eyes are always on the harvest field!

Before the launch of a new cell, the cell leader will have been helping the prospective cell planter gather some cell members who will form the nucleus of the new cell. These will probably be those he or she has won for the Lord and already begun to disciple. Unless someone can reach out and win souls, they will never be a successful cell leader. Prospective cell leaders are taught to agonise over souls. Like every other aspect of evangelism and mission, cell planting is birthed through prayer, fasting and spiritual warfare. It is like being pregnant, with intercession being the labour pains.

GROUP, GATHER, GROW

The cell is launched when the new cell leader has several people who will form the core of the new cell. Those in the core group of the new cell bond together tightly in a covenant-type commitment to serve the Lord together and to develop the cell. They meet daily to pray and to plan for growth. They evangelise together, seeking to win people in their target groups to Christ and to draw the new converts to the cell.

Those in this initial group begin to gather two or three other people each into the cell. They focus on the vision God has given them to be totally committed to Christ and to grow the cell. This process takes time and much effort, but those who are determined to succeed keep the passion burning. Then the whole extended group makes it their priority to grow the cell. A group of 3 or 4 becomes 9 or 12, and they continue to grow by adding new believers through evangelism and outreach. The pool of new converts is increased by referrals from the church's consolidation teams as well as through the team's own efforts.

Once the cell begins to grow, the emphasis shifts to discipleship, and each new convert is taken on the Encounter and then progresses to the *Living Free!* course. The new cell leader seeks to inspire every new member with the vision of Christ for the church, stressing that he has entrusted his Great Commission to each one of them. The sense of fellowship is developed through sharing life experiences, social events and by developing deep friendships. At the same time, they continue to reach out to others.

DIFFERENT WAYS OF PLANTING CELLS

The 'Group, Gather, Grow' strategy can be applied in many different ways. There is no one way to plant a cell that suits every situation. If a church is transitioning into the cell model, new cells can be formed from existing church members and then begin to grow and multiply by implementing the Ladder of Success. The cell leader will begin with a group of two or three, who will each immediately gather two or three others and then begin to grow by reaching those outside the church. However, if there is no 'pool' of existing believers to draw on, a leader will have to gather others and grow the cell entirely from new converts through the Evangelism of 3.

When the cell vision is established in the church, there are many other ways in which the cells can multiply. The traditional cell model emphasises growth through division. A cell with a leader and an assistant leader grows to around fifteen members and then divides into two cells. This process is repeated producing many new cells in the future.

In our model, many cells are planted from a single cell. We aim to see the original cell plant up to 12 cells, before it transitions into a Leadership Cell, or Primary 12 group. As the first cell grows through evangelism and discipleship, the leader encourages

groups of three to develop within the cell. These groups of three can become the nucleus of new cells. When a sufficient number of people have been won for the Lord, the new cell members can become part of the new cells as they are launched. This system of multiple cell planting works well when the original cell has a number of promising potential leaders. They grow and develop within the larger group, like babies developing in the womb.

A leader who is looking after several other leaders with cells will often draw all the leaders and their members together into macro cell gatherings. One reason for doing this is to prepare for planting new cells. When cell planting is the main agenda, these macro cells are either called 'launching groups' (in the men's ministry) or 'birthing groups' (in the women's ministry).

GROWING THE NEW CELL

As the cell grows, the cell leader introduces basic cell structures, assigning responsibilities, introducing evangelistic strategies and helping people to develop the groups of three within the cell. He or she begins to delegate significant responsibility to the most promising cell members, helping them train and expand their own leadership skills. The primary objectives of the leader are to foster heart relationships, solidarity and unity of purpose in the cell. He or she shows the cell members their duty to stand together, to support one another and to pray constantly for their fellow cell members. The leader makes sure that every cell member gets to know the Model of 12 thoroughly and that they understand the part they play in reaching out to others and building the cell.

DEVELOPING A LEADERSHIP CELL

When the Open-Cell grows to a significant number, it is time to think about multiplication. The cell leader will have been preparing cell members for leadership, delegating more and more responsibility to them and ensuring they attend the Leadership School. One by one, these cell members prepare to plant their own cells. The cell leader gives concentrated time to these prospective cell planters, meeting with them separately before or after the regular cell meetings. When a sufficient number of cell members have their own cell, the Open-Cell transforms into a leadership cell and the cell members from the original cell who are not yet leaders become part of a cell belonging to new cell leaders.

The leader of the original Open-Cell now has a primary cell, made up of leaders. The agenda changes from evangelism and nurture of new believers to leadership development. The leader is on the way to have his or her 12. This team of disciples models its agenda on Jesus and his 12. This group stays together indefinitely and it is the real strength of the Model of 12 cell structure. The commitment levels are high, friendships are deep and the team grows in effectiveness.

CHAPTER ELEVEN

Training focus for Open-Cell leadership (People with a Passion Ch. 21)

The main job of the primary cell leader is to train, mentor and release cell leaders into a flourishing cell ministry. Therefore, the Primary 12 group is the main setting for leadership development and this training happens alongside any other more centralised training.

We do not underestimate the challenges involved in cell leadership. The qualities, gifts and skills cell leaders need are considerable. The training must be effective and be supported by a caring and encouraging church body, so that every prospective leader can draw from the wisdom and expertise of others.

Cell leaders are the first line of pastoral care in the church. They must be ready to give themselves to the principles of godly shepherding. They must have a heart for people and a love for souls. They will need to develop communication, teaching and management skills. They must be servant-hearted and not authoritarian in their leadership. They must be able to gather people and be faithful in the ministry of Christ. The keys are effective training and on-going support from their leaders in the cell structure.

CHARACTER DEVELOPMENT

Cell leadership training uses the discipleship model and the primary leader is responsible to see the prospective cell leader grow in their character and Christ-likeness. Any centralised 'class' or 'lessons' will prove ineffective if the primary cell leader does not accept his or her responsibility to disciple their members into leadership.

We look at a person's character and not just their ability, spiritual gifts or personality. It is interesting to notice that of all the many qualities the apostle Paul considered necessary for spiritual leadership (in particular, elders and deacons) in **1 Timothy 3:1-13**, only one has to do with desire and only one to do with ability. The rest are about Christian character. We break down these leadership qualities in the following way:

1. A desire for service (v. 1)
2. Without blame (v. 2)
3. Faithful husband (v. 2)
4. Temperate (v. 2)
5. Able to teach (v. 2)

6. Not a drunkard (v. 3)
7. Not violent (v. 3)
8. Gentle (v. 3)
9. Not quarrelsome (v. 3)
10. Not a lover of money (v. 3)
11. A good leader of his/her family (v. 4)
12. Has the respect of his/her children (v. 4)
13. Not a new convert (v. 6)
14. A good reputation with the non-Christians (v. 7)
15. Worthy of respect (v. 8)
16. Sincere (v. 8)
17. Honest (v. 8)
18. Genuine in faith (v. 9)
19. Proved to be faithful (v. 10)
20. Not an evil talker (v. 11).

This list shows us what our training should focus on. But we must be patient. It takes time to make and mature a good leader. Cell churches are often accused of putting people into leadership too soon. However, we take seriously the need to prove every leader to be faithful and mature before we appoint them. Every potential leader must first be proved to be a faithful servant in the cell and always has a mentor or coach to help them develop.

'RAW MATERIAL'

The leadership cells are an ideal context for developing the character of Christ from the 'raw material' of people's lives. Before Michelangelo sculpted his masterpiece 'David', he 'saw' the potential in the stone. God does the same with each one of us. As the apostle Paul declared, "We are God's workmanship (God's 'work of art') recreated in Christ Jesus to do good works which God prepared in advance for us to do" (Ephesians 2:10). Primary cell leaders depend on the Holy Spirit for the ability to see what God sees and the skill to shape people for their destiny.

Prospective cell leaders will be diamonds in the rough, needing to be formed and shaped. Formation is the principal work of the Primary 12. Jesus' disciples were at first unproven and unlikely candidates for apostleship. I doubt they would have been chosen for great positions in today's church. But Jesus worked with them for three years and gradually shaped their character, disciplined their behaviour and trained them for ministry. Then he released his power upon them sending them to be his witnesses to the ends of the earth.

The key here is potential. Wynne Lewis, the man who mentored our Senior Minister Colin Dye, was the former Senior Minister of Kensington Temple, and he often said, "Any fool can see the obvious, but it takes discernment to identify the potential that someone has." We find it easy to see people's faults but often fail to recognise their potential as leaders. When developing a leader, we must learn to look beneath the surface and see the hidden treasures within them. Once you understand this, you can then help bring this potential out and develop them as leaders.

KNOWLEDGE AND SKILL

In addition to character development, any training programme seeking to equip people for a specific role will involve imparting the knowledge and practical skill required to do the job. The Leadership School pays attention to these two key elements.

The students must develop a good understanding of the cell vision and what is required of them as cell leaders. They will also need a good knowledge of the Bible and basic Christian theology. They will need to understand the principles of leadership and become aware of the most effective leadership styles and how to develop these.

They must have a good understanding of how to motivate people, respect their individuality and build strong relationships. They also need a thorough grasp of the small group dynamic and how to teach, encourage and involve every person in the group. They need to know how to handle 'difficult' people – those who talk too much, participate too little, dominate or disrupt the group, and so on.

As we can see the skillset a cell leader needs is diverse. They must develop good people skills, study skills and planning skills. They need to be able to organise their time, be self-disciplined and be able to delegate well. A successful cell leader will have good pastoral and counselling skills. He or she will be able to work with and develop a team. Cell leaders must be skilled in both evangelism and follow-up. They must be humble, teachable and always available.

LEADERSHIP TOPICS TO BE MASTERED BY NEW OPEN-CELL LEADER

Vision

The vision of our church

We want our students to understand that the Kensington Temple mission statement drives all that we do as a church. It is 'London and the world for Christ'. We explain the recent history of our church and what brought us into the cell vision. The students begin to understand where they fit into this vision.

The principle of 12 - the heart of our vision

We seek to establish why the principle of 12 is at the heart of our cell vision. We explain our vision for growth by multiplication according to the principle of 12. We also seek to instil desire and faith in the students to have a vision for their own Group of 12.

The benefits of cell church

The purpose of this teaching is to ensure that the students understand the importance and value of cell ministry. As leaders, they will need a thorough knowledge of this and be able to explain to others the benefits of the cell vision.

Spirituality in the cell vision*Grace*

Knowing that an experience of grace is essential for spiritual passion, we ensure that every cell member's Christian faith is thoroughly rooted in God's grace. This section shows that service flows out of a deep experience of Christ's love and that enabling grace is the only sure motivation for cell leadership.

The anointing of the Holy Spirit

Total dependence on the Holy Spirit's power is essential in every aspect of service. We teach the cell leaders how to be continually filled with the Spirit and how to release his gifts into their ministry.

Prayer

We explain that the cell vision will not work as a model apart from deep spirituality. We want the students to understand that nothing in the cell vision can be accomplished if it is not founded on prayer. We teach the basic principles of effective prayer.

Faith

The objective is to show the students the importance of growing in faith as a leader. We establish the fact that the vision will only be effective as we exercise our faith. We explain the principles of dynamic faith that lead to effective action.

Leadership*Responsibility and servanthood*

We explain that mature discipleship involves taking leadership responsibility for other people's lives. We look at the call of Moses to show it is important for the students to know they are called to lead. We stress that our model of leadership is servant leadership. We also motivate the students to be disciplers of others.

Accountability

This teaching emphasises the importance of example in the cell leader's life. We show the students that they must model the Christian life and cell vision to their members. We also emphasise the crucial aspect of integrity in leadership. We also

stress that accountability leads to success and blessing. We explain that the cell leaders are accountable to God and to their leaders and that they are not to be 'lone rangers'.

Leadership styles

This topic helps the cell leader examine his or her leadership style and to be aware of the advantages and disadvantages of various leadership approaches.

Daring to dream

This theme has to do with setting vision, goals and strategy in the cell. It begins with learning to dream God's dreams and ends with the disciplines of goal-setting and reporting.

Introduction to pastoral counselling

The goal is to give the students a basic understanding of what counselling is and how to counsel a cell member.

The cell church strategy*The Model of 12*

We give the students an introduction to the Model of 12 and help them see the basic components of cell ministry and why they are important.

Win - personal evangelism

We aim to stimulate a passion for soul winning and to demonstrate the necessity of praying for the lost. We also explain the steps to effective personal evangelism in a cell context, emphasising the Evangelism of 3.

Introduction to consolidation

The objective is to help the students understand the meaning and importance of taking care of new believers. We explain the principles and the process of consolidation. We also encourage the students to enrol in the next School of Consolidation.

Train - turning disciples into leaders

We show the students that discipleship always results in leadership. We explain that the way Jesus worked with his twelve disciples is the primary model for all our leadership aspirations and our training in the Model of 12. We speak about the basic principles of leadership and character development.

Send - starting an Open-Cell

Well before the end of the course, we encourage the students to take practical steps to prepare and plan to start an Open-Cell. We teach what it means to be a leader of an Open-Cell and focus on two things: personal discipleship and evangelism.

PLANNING TO START YOUR NEW OPEN-CELL

Your trainer is the key person in advising and helping you actively plan to start your new Open-Cell; it is his or her primary responsibility to see you through the process of successfully opening your new cell.

Things to consider:

- The advice of your cell leader and trainer so far
- Where are you potential cell members going to come from (Christian and non-Christian)?
- Consolidation ministry as a source of new members
- The Premium Cell programme
- Evangelism of 3
- The support of your existing cell
- Identifying the next steps for you to take with actual timings and deadlines.

CHAPTER TWELVE

Principles of a well-run Open-Cell

The other role of the Open-Cell is to enable cell members to be effective witnesses to the lost and to be disciplined through the Ladder of Success to the place where they too will begin to lead their own Open-Cell.

Important aspects for the leader to bear in mind in ministering this second purpose are:

- The pastoral care and nurturing of the cell members
- Working the **Ladder of Success** by moving through the key discipleship experiences laid out in the *My Spiritual Journey* logbook
- Ensuring that the members are involved in the main events, conferences and congregational gatherings of the church
- Helping the members in appropriate involvement in our Tackling the Giants programme and missions.



Point of discussion

What makes a bad cell meeting?
What sort of things makes a cell gathering fail to fulfil its aims?

1. AN OPEN-CELL IS ONLY AS GOOD AS ITS LEADER

- It is important that you are prepared and spiritually healthy for a cell meeting to be fruitful. If you are tired, unprepared and demotivated, the probability is that the cell may suffer. Look after yourself physically and spiritually – no one wants a burnt-out cell leader.
- Make sure your leadership focus and cell gatherings reflect the priorities of your own cell direction. Cells according to the Model of 12 are meant to be moving in unity, as the direction and emphasis of the primary leaders are in turn ministered to the cells by their leaders.

2. THE CHURCH DIARY

- If there is a church year planner, use it so that you can see major events, encounters, training terms and conferences. You can plan to get members ready for the new term.
- The church magazine *Revival Times* is invaluable for cell leaders as they can see the church programme, evangelistic events, and monthly resources for the cell.
- The main sermons on a Sunday are there to strengthen and equip you and your cell members. Put Sunday sermon outlines and action points into practice in your cell.
- Our January Vision Week and our Energise annual conference provide great impetus for cell life.

3. YOUR INDIVIDUAL MEMBERS

- Working through *My Spiritual Journey* logbook keeps your cell members focused and moving forward. Don't let them get stuck on the Ladder of Success.
- The list of ten and Evangelism of 3 must be kept alive and fresh. Don't let outreach and relation building with non-Christians become stale.
- Make sure that you are real friends in your cell. Your cell members are above all to become your friends in the ministry.

4. MONTHLY REPORTS

- Monthly reports are absolutely essential so that your cell leaders and the leadership of the church can actually know how we are doing in the cell vision – the weaknesses, strengths and the progress. Only through accurate and timely reports can we ever hope to grow as a church in the cell ministry.

5. GATHERINGS

- In the cell vision we gather at many different levels: companionship, cell, congregation, celebration and convocation. Ask the class what the purposes of each level of gathering are and why all are important. Highlight the imbalance that occurs if one level only is emphasised.

6. THE 'PLATE-SPINNING' CELL LEADER

- There was a famous circus act where a man had twenty stiff rods planted in various places in the ground. In the act he would one by one spin a plate on each of the rods. As well as spinning new plates he had to keep returning to the earlier spinning plates that were losing speed, wobbling and about to fall and give them a good spin again. His aim was to get twenty plates all spinning together without losing any. Being a cell leader can feel like this! We have so many important plates to keep spinning: Evangelism of 3, Leadership School, Encounters, Post-encounters, consolidation, evangelism, pastoral care, net meetings and so on. How are we to do it all?

Remember:

- You can't do everything in one cell meeting.
- You need to be in touch with your members throughout the week not just at a cell meeting.
- Don't turn every cell into 100% administration.
- Use your cell gatherings strategically; make sure you are in the right season spiritually.
- Share the responsibilities of areas of cell life with your members; this will also increase ownership of the vision.

7. TROUBLE-SHOOTING IN THE CELLS

- If something is going wrong in your cell group, or with one of your cell members, keep your Primary 12 leader informed. Don't hesitate to speak to one of the wider KT pastoral team who are also available.
- Know your limits: when it comes to church discipline in matters of doctrine and conduct, KT's senior leadership is well trained to deal with these issues. A cell leader for example would not take it upon himself or herself to throw someone out of their cell without reference to senior leadership who may be able to influence the situation positively.

Common cell problems can be:

- People who dominate the cell and people that hardly participate
- Negative types
- Someone stuck on the Ladder of Success
- Finance and the cell. Beware of loans and money gifts that can go sour later.
- Absenteeism
 - ~ *Do what you can but if someone does not want to come anymore that is his or her right.*
- Arguments between cell members
 - ~ *Always decide what should be dealt with in a cell meeting and what should be dealt with outside the cell meeting.*
- Disloyal leaders
 - ~ *People who fall into sin*
 - ~ *Confidentiality*
 - ~ *Always maintain the right to speak to senior leaders for your own protection.*

CHAPTER THIRTEEN

Different personalities in an Open-Cell group meeting *(taken from the DCE booklet Consolidation Groups)*

Types of people in a small group dynamic

1. CHATTERING CHARLIE

- Altogether too talkative – doesn't leave space for other people.
- Ask, "What does someone else think?"
- Give him the job of summarising particular discussions so that he has to listen to others.
- Talk to him privately about the problem.

2. DOMINEERING DOROTHY

- Her voice tends to 'win' above the others. It can mean that she appears to brush other people aside.
- Challenge her by putting an alternative viewpoint.
- Ask for other suggestions.
- Break into pairs or 'buzz groups' of 3 so that everyone has the opportunity to express a viewpoint.

3. SILENT SAM

- Never contributes anything to the group discussions
- Try to interpret the silence. Is it shyness? Is he reflecting on some thought? Is he sullen?
- Does he not understand? Give him opportunities by asking, "Does anyone want to add anything here?" or "How about those who haven't said anything so far?"
- Take time to 'bring him out' privately, outside the meeting.
- Personal interest and encouragement can make all the difference.

4. HUMBLE HENRY

- He is so unsure of himself he would tend to say, "I don't know" to every question, just so he didn't give the 'wrong' answer. In fact, this 'humility' may really be insecurity and lack of self-confidence.
- Choose an area where you know Henry has a contribution to make and invite him to speak.
- Affirm him and express appreciation on behalf of the group.

5. NEGATIVE NORM

- He gets attention by deliberately standing out against others. He may secretly be very unsure of himself and be testing whether the group really accepts him.
- Try allowing him to express his negative feelings and responding warmly and positively to him.
- Make a point of asking for positive contributions.
- If the situation does not improve, and particularly if he has hurt others in the group, confront him with the problem, but out of the meeting if at all possible.

6. PRICKLY PETE

- He gets worked up but cannot recognise his anger.
- Allow him to express his anger but try to help him understand the cause of it.
- Identify with any valid point you think Pete is making and invite the group to respond positively.

7. RED HERRING ROBERT

- Constantly sidetracks discussions so that others forget the point.
- Say, "Can we follow that one up later?" Or, "What about the question we were asking?"
- Face the fact that you are off-track and repeat the original question.

8. JIMMY JOKER

- He may be joking to hide his embarrassment or to relieve some other tension he feels.
- Join in with the joke but then bring the group back to the discussion. When the humour is misplaced, ignore the comment and move the discussion on.

9. DENNIS THE 'DEVIL'S ADVOCATE'

- He consistently presents opposition even when it appears contrived.
- He may in fact identify with the view he is expressing or he may be doing it on behalf of someone else. It is a relatively safe way of testing opinion.
- Try asking him if he is simply making a suggestion, or whether he is genuinely concerned.
- Open up the discussion for the group to respond on the subject.

**Point of contact**

Think about the cell group you belong to. Do any of your fellow members fit into the above general categories?
The group dynamics of any cell are vital to its success.

CHAPTER FOURTEEN

Working with goals (PWAP Ch. 24)

Any serious venture will involve setting and fulfilling clear-cut goals. The cell vision is a journey. Like any other journey, we need to know what the destination is, why we should go there, how long it will take and what we may need on the way. That is why goal-setting is necessary.

GOALS AND FAITH

Goals are faith statements. They declare the specific things we believe God wants us to have achieved at a certain point in the future. This means our goals must be inspired by God. They are grounded on faith, not human logic. Goals set by human reasoning alone do not take into account the supernatural power of God. If they do not stretch our faith they lead to underachievement. A goal inspired by the Holy Spirit may not seem possible to us, but if we have truly heard from God, it can be done. On the other hand, overambitious goals rooted in unreality or pride are presumptuous. Unrealistic goal-setting is demotivating and leads to discouragement when goals are not fulfilled.

Spiritual goal-setting is about having God's vision of the future and determining to bring it about. As disciples of Christ, we must have a healthy focus on future. God has given us a future and a hope and we must be able to see it clearly in order to bring it about. He has a prepared purpose for our lives that we can delight in fulfilling.

Goals help us lay hold of God's plans and purposes and anchor them in the world of space and time. This does not mean that every Spirit-inspired goal will be achieved. We must act in purposeful obedience, doing what he tells us to do. The keys to partnering with God are always keen listening and active obeying. Faith without actions is fruitless.

CORPORATE GOAL-SETTING

Goal-setting is part of strategic planning. We set goals for every part of the cell vision because we seriously intend to implement it. We make sure that every step in the process is defined clearly by specific, time-related goals. We set goals for our evangelism, consolidation, training and cell planting.

Without goals, our strategy will remain just a set of good ideas. Goals state what we are going to do and by when. They are milestones on the road that mark the steps we need to fulfil in order to arrive at a certain place at a certain time.

ANNUAL GOAL-SETTING

Once the cell vision has been established in the church, you need to set annual goals for the Ladder of Success. Expect to have a working year of ten months, not twelve. This fits into the pattern of most people's lives and takes account of holidays and other 'low' periods in the church's yearly calendar of activities. It is good to focus on evangelism for the first part of the year, and then take the new believers through the rest of the steps on the Ladder of Success for the remainder of the year. However, we think of the ladder as an escalator with each step constantly revolving. You need to be continually winning, consolidating, discipling and sending. Last year's converts will be fully consolidated this year and this year's students on the Leadership School will probably start their cells next year.

When you set your annual goals you take account where every cell member is positioned on the Ladder of Success, as well as also their realistic anticipated progress in the year ahead. For example, suppose a cell leader has sixteen members who have all been on the Encounter and are progressing through the Ladder of Success. Eight members are ready to enter the Post-encounter, five are ready for the Leadership School and three have completed the Leadership School and are ready to open a cell.

SUMMARY

- Goals are faith statements – they declare what we believe about the future.
- Goals must be visual – you must be able to picture them. Otherwise they are not specific enough. You will never see with your natural eyes what you cannot first see with your spiritual eyes.
- Goals must be achievable but ambitious.
- Goals must be clear, measurable and time specific.
- Goals must be written down bringing clarity and accountability.
- Goals must be supported by specific action and broken down into specific steps.
- Goals must call for real change – what to stop doing, what to start doing, and what to keep doing.
- Goals must be kept in a visible place so that you will constantly keep them in view and under review.



Point of action

Spend time with your trainer and write down concrete goals that are time-specific for the opening and growing of your cell.

CHAPTER FIFTEEN

**Reporting: a spiritual discipline
(People with a Passion Ch. 24)****KEEPING ON TRACK**

The main way we follow our progress throughout the year is through our system of reporting. Cell leaders understand that without timely, accurate and precise reporting there is no way we can keep on top of our task. We need to know where we are at any particular moment in relation to our goals. I cannot overemphasise the importance of good reporting. It is more than just looking at numbers. The cell reports provide valuable information on the issues the cells are facing. Personally, without the reports we simply could not direct the work. Imagine a general in the midst of the battle not knowing where the troops are, what is their condition and what needs they have. The regular reports each cell leader is expected to make are one vitally important element in our communication system.

Once we understand the strategic significance of reporting, this spiritual discipline becomes a delight. As testimonies roll in, we celebrate our successes. When the reports highlight problems, we pray about them. As patterns emerge revealing weaknesses in our performance, we look for ways of overcoming them.

WHAT TO REPORT

We keep weekly accounts of what is happening in the cells and these are collected into monthly reports. We record:

- Up to date details of cell members – name, address, contact details
- Cell attendance details
- Salvations
- Testimonies
- Pastoral needs
- What is being taught in the cells
- Pastoral visits to homes
- Where cell members are on the Ladder of Success
- Where cell leaders are in relation to their goals – annual, quarterly, monthly.

HOW WE REPORT

We have two basic systems of reporting – paper and online.

We have different reporting forms for Open-Cells and Leadership Cells which focus on the specific functions of these two types of cell meetings. Each week, the report can be filled online.

The reports give us the information we need, as we devise our annual goals. We can see where every cell member is on the Ladder of Success and then create strategies to help them move forward in the coming year. The reports also enable us to track the progress of the vision at every point throughout the year. They highlight specific needs for prayer, encouragement and practical action. Without this, we would be working in the dark. Reporting is our navigation system to keep us on track. It is one of the most crucial elements that lead to success.



Point of action

Ask you cell leader to show you the process of reporting so that you know how to do it.

CHAPTER SIXTEEN

Crossing the abyss (People with a Passion Ch. 24)

Jesus' salutary words to his disciples during the Last Supper also show that it is one thing to know what you should do, but to go on and actually do it is quite a different matter!

"I have given you an example, that you should do as I have done to you. Most assuredly, I say to you, a servant is not greater than his master; nor is he who is sent greater than he who sent him. If you know these things, blessed are you if you do them."

(John 13:15-17)

The abyss exists in whatever role in life we care to discuss – that of a student, a parent, a teacher. We all have to cross this chasm as we seek to put God's Word into practice in our ministry, our professional occupation, and in our home and family.

PASSIVE PARTICIPATORS

All too often, knowing something, agreeing with it or giving mental assent to it passes for actually doing it! We live in a highly passive culture where there are many spectators but few participators. Take sports, for example. There are relatively few actual participators in the Olympic Games, and yet millions regularly view this event on television. Television makes us 'passive participators' in the world's affairs. We watch, get emotionally or intellectually involved, but it ends there. We are, in the end, mere spectators.

We are told that in every sphere of life, 80% of the results are achieved by 20% of the people. In the Church also, the spectators outnumber the participators. But God wants us to move from being passive spectators to become active participators.

EXPERTS IN KNOWING WITHOUT DOING

All too often, we are experts in knowing what Jesus wants us to do, but we never actually do it. We say "Jesus is Lord" but we don't follow him as Lord. We hear about taking up our cross and following Christ, but in practice, we live for self and not for Christ. We are told to love God with all our heart, soul, mind and strength and to love our neighbour as ourselves. We know it, but we don't do it as we should.



Point of action

How can you ensure that having studied how to open and run a successful Open-Cell, you actually put your learning into action? Write down action points with the guidance of your trainer on how to be held accountable to these and allow your mentor to help you accomplish them.

TAKE THE STEP – CROSS THE ABYSS

The well-known Chinese proverb states, “The journey of a thousand miles begins with a single step.” The cell vision is just such a journey, both for the whole church and for every individual member. We might think the journey is too difficult, especially when we realise how far we are from our destination. However, we will get there if we simply take the first step and keep on going. That is the only way we move from knowing to doing, from speaking to acting and from dreaming to accomplishing our dreams.

THREE ESSENTIAL ELEMENTS OF DOING GOD’S WILL

There are three main elements in effective Christian ministry. Each one is indispensable for a successful outworking of the cell vision:

1. Faith
2. Prayer
3. The anointing



Point of action

Study this section in *People with a Passion* Ch. 24. Make a note of these three main elements in a prominent place where you can view them daily. Ensure that these three principles underlie everything that you plan and do. Without out them you will fail but with them you will ultimately be victorious.



RESOURCES

for building your

CELL GROUP



PEOPLE WITH A PASSION: Building Cell Church Today

In this landmark book, Colin Dye provides a non-technical and accessible approach to cell church according to the Model of 12. It is an ideal handbook for both leaders and members. People with a Passion enables churches to put hands and feet on the great commission of Jesus – to make, mature and mobilise disciples.

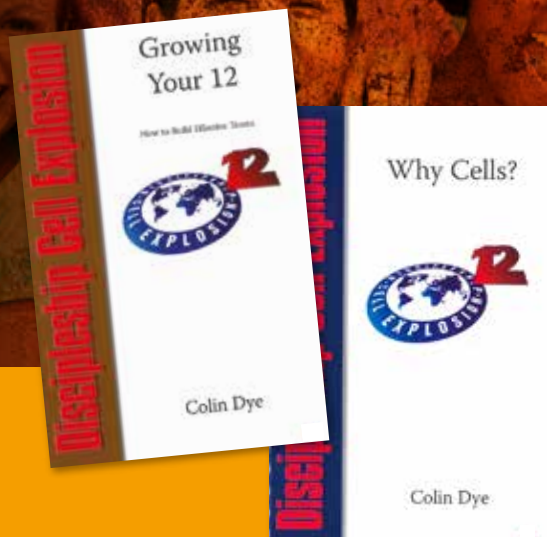
Booklets in the Discipleship Cell Explosion series

By Colin Dye

- Introducing the Cell Vision
- Consolidation Groups: Leader's Manual
- Why Cells?
- The Friendship Factor
- Growing Your 12
- A Willing Heart
- Introducing the Church
- Transitioning into a Cell Church

By other authors

- Ministering to Youth
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