

b2b

**be the leader God wants
you 2 be**

Leaders Manual

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History of B2B

B2B is the younger sibling to the international course the LDC (Leadership Development Course run by Stephe Mayers, Barry Austin and Marriette Louw. About 6 years ago as the course was starting to multiply and grow they realised that a number for the leaders coming on the course were quite young. The LDC was designed for leaders with 5 years plus experience, a chance to reflect on the journey so far and plan for the future, acquire new skills etc. Most of the younger leaders attending just didn't have enough experience behind them to be able to get the most from the training.

So B2B was birthed (Be the Leader God wants 2 to Be).

A team of 10 leaders was put together under the leadership of the Stephe Mayers, Barry and Marriette as well as Carl Tinnion who was brought in to bring a younger perspective on training. The first B2B ran at the Kings Lodge in England in 1999. It has run every year since then, rotating in bases around England, Scotland and Northern Ireland. Stephe's aim in that first leadership team was to have a broad cross section of leadership experience and gifting as well as gender and age. There were leaders from their 20's right up to their 60's which created quite an unique balance and contributed in a big way to the quality of the training (more on that later).

After 2 years of leading it, Stephe passed the leadership of B2B onto Carl Tinnion who felt that the accountability structure and covering should continue to come from the LDC international team and not to separate it. Carl then developed some of the training and created a framework for continuity and also the possibility of multiplication in other nations. (hence this manual)

In 2003, on a LDC that Carl and his wife Mel were attending, a relationship was struck up with the national leadership team of Romania (who were also attending the LDC) The vision for B2B in the Balkans was born. This was to be led by Mirjam Bos, an amazing Dutch lady who leads a base in Constanza.

Carl then wrote the first B2B manual which was purposely designed to be value based so that other nations could take the basic curriculum and ethos and fit it in to their own cultural context with regards to the course structure. And so in October of 2004, Carl went out to Romania to help Mirjam launch B2B for the Balkans (bi-lingual), held in a town called Turgu Mures. 15 students attended and it was amazing to see B2B launched in a new country with the prospect of

continuing every year for that region and training many young Balkan leaders.

Also in 2004, YWAM France approached Carl after some discussions at the Western European leadership team gatherings and asked him to come and lead the first bi-lingual B2B in France!

This course has proved to be very fruitful in providing a foundation for young YWAM leaders to launch out into ministry, whether to work on DTS's or start new things. Because it is a value based course, it seeks to equip and empower leaders with a framework to work from that also enables them to contextualise it for themselves. B2B champions 'team' as well as what it means to create and develop new vision in a YWAM environment that will last long term. In the last 5 years, B2B has trained and released over 150 young leaders, many of whom are still with YWAM or who have gone onto other ministries

B2B Objectives

1. For leaders to gain new understanding in who they are in Christ and a clarity of their own gifting and calling so they can gain a focus of ministry.
2. To learn specific skills and models in leadership development and mentoring.
3. To model multi-generational leadership team, particularly leadership style and personal mentoring.
4. To create an environment where staff and student leaders can form community relationships enabling 'iron sharpening iron' situations.
5. To create an environment for special encounters with God to bring breakthrough with each individual's life.
6. To develop in spiritual, practical and servant leadership.
7. To create a platform for up and coming leaders to launch into full time ministry.

B2B values for leadership development and how they are worked out in the course context

1. Spiritual Leadership

- *Intimate relationship with God is the foundation for life and leadership*

It is important that individuals on the team are open about where they are at with God, we believe that the most precious thing a leader can impart is a transparent intimate walk with the Lord. This often comes out on panel discussion times, late night chats, coffee breaks, ministry and worship times as well as one to ones.

- *Create an atmosphere of freedom and intervention for the Holy Spirit to move and shape the way we lead.*

Each week there are 2 creative intercession times, 2 worship times and a ministry night, as well as spiritual authority workshops. These are vital in modelling an openness to the Spirit but also in making time for God to work in peoples lives. This is a key time for the leadership team to be active in ministering to the students. They cannot be missed.

- *Create a God centred-ness and openness in all decisions, plans, problem solving, leading and teaching.*

A major part of B2B is 'how' the leadership team lead the course and operate. The team needs to meet every morning to discuss the day and who is doing what. It is important that this process is transparent for the students to observe. Observation is key on this course as the team should be modelling everything that is being taught at every level. This needs to be apparent when mistakes are made, in the way that things are communicated, lateness and in the way that the leaders treat one another. The week is scheduled and needs to be kept to as much as possible but an openness to change things when the spirit leads is vital for students to observe.

2. Relational Leadership – Leading with a developmental bias

- *Taking every opportunity to mentor and pass on truth and experience in both formal and informal circumstances (Leaders also need to be available to meet, talk or pray outside of the normal schedule)*

This is looked at in more detail later but this point speaks for itself.

- *Strong commitment to see those we lead grow in all areas of life.*

B2B students are put into small mentoring groups of up to 6 people with 2 leaders allocated to each group. This is where students get a more in depth chance to discuss topics in more detail. It is also where one to one relationships are developed. These relationships should flow into the main ministry times or any opportunity to invest in their lives (not just in mentoring group times in other words!)

- *Encourage hospitality as a leadership function.*

As the years have gone by, this point has become very important. Hospitality is a vital aspect of servant leadership and therefore a reflection of Christlike leadership. This is manifested in how the classroom is laid out, i.e. the attention to detail from sweets and fruit on offer to flowers on the table. Coffee breaks are run by the leaders and not palmed off onto students. There is also a love feast at the end of the course run by the leadership team. Although this may sound extreme it has proved to have more of a long term affect on students lives than anything said up the front. We want to discourage this aspect of leadership as something either women do or 'certain personality types'. It is a function of good leadership and no one is above such servanthood.

- *Develop a sense of community through activities and relationships*

This often needs to be communicated clearly to leaders prior to committing to B2B. Some times it is assumed that in running a course, most of the work happens in the classroom. With B2B, as it is only 2 weeks, time is short and input and investment needs to be happening at every level, obviously there is some free time to regenerate but organised socials, meal times and coffee breaks are to be approached from an intentional mentoring perspective.

3. Purpose orientated leadership

- *Mentoring and prayer to help leaders find their calling and anointing.*

This has been alluded to already but in this case we see B2B as a great opportunity for students to connect with the destiny God has placed upon them. There is always a mix of students who know their calling, have no clue and have never been encouraged or who have a sense of their calling but absolutely no clue as to how it can be worked out. We have the chance in a relatively short amount of time to speak life and prophesy into the next generation of YWAM leadership.

- *Help leaders through mentoring to begin with the end in mind, be kingdom focused, articulate objectives, goals and strategies for personal life and ministry.*

This is mainly done through the lectures but often needs to be verbalised in the one to one times and mentoring groups. Developing individual plans is part of the course but students need help in developing them beyond just mere ideas.

4. Team Leadership

- *Model team leadership as a staff, functioning with a consultative leadership style.*

This has been said before but it is key in providing a life changing B2B experience. Even though the curriculum is good it is the leadership team and how they work as a team that really makes the impact. Is there a common respect and honour for one another? Is there a mix of anointing and gifting as well as the room for each leader to bring their distinct flavour to the group? These questions are so important as unfortunately we see so few leadership teams working in today's world.

- *Making room for everyone's gifting and anointing to be involved.*

As above. A working model of how the 'body' should and could work in the way God intended. This needs to be thought through in the way the team is put together so there is a broad reflection of anointing and gifting represented.

5. Integrity and Humility in leadership

- *Through leadership creating a general atmosphere of openness in weaknesses and challenges faced.*

The panel discussions and the dark side of leadership section (see curriculum and schedule) are a perfect opportunity for students to ask any questions they would like to on the subject of leadership, failures, lessons learnt, development, etc. This can be perceived as an awkward situation for some leaders but it often proves to be a very powerful method of learning and inspiration for this generation.

- *Being committed to living what we preach both as individuals and as a team.*

This, again, is another very important factor with this current generation. Leaders lose all credibility and respect when what they preach and how they live do not match up. They watch you like hawks!! We have seen this work out in quite simple areas as well, such as basic time keeping, honouring the speakers, servanthood and general body language in every day situations. This is quite a challenge for us but a good one all the same as it speaks to our integrity in deep ways.

- *Staff participating in all teaching, ministry and social times in order to add input and continue to model the impartation of values.*

All lectures, socials and ministry times need to be attended, as it is such a short time, there needs to be a good excuse for not turning up, going to other meetings or going to class and then vanishing. If you can't commit to this then B2B is the wrong place for you. I know that is harsh but over the 5 years of running, this has happened on and off and it makes a lasting impact, affecting the general environment for learning and growth.

6. Creative teaching style with emphasis on application and evaluation.

- *Teach in an interactive and dynamic style that best imparts values, life and learning.*

Each day there is a 15 minute processing time where students are asked what they are observing in leadership through the day. Often this aspect of leadership development is overlooked. Questions like;

'What have you observed/learned in the leadership team?', 'How the day is laid out?', the speaker or topic, what values are you observing and how are they being outworked?', 'How was intercession led, what worked-what didn't?', etc. We have found it is better to hand this section onto a member of the team that is particularly gifted at processing and asking the right questions of people, having the same people lead that time every day also brings continuity.

- *Use of role play, break out groups for discussion, questions, panel discussions and ministry times.*

It is important that the lectures don't end up beingspeaker – classroom - neat rows of desks – talking head – black board etc. That is a very old school approach to teaching and unless you are a good communicator it does not work very well with this generation. There needs to be multiple methods of learning on offer and opportunities to discuss and apply. The classroom should be set out in such a way that accommodates this. I.e. Art zone, quiet meditative zone, place for a cross, computer sections, comfy zones etc to be used in the worship and ministry times but also by the teachers as part of their teaching. Remember we are always modelling 'how to' and giving examples of how certain aspects of learning, discipleship and community can look like.

- *Creative worship and intercession that is evaluated with coaching for learning.*

Again, modelling new ways of doing old things. It is vital that the worship leaders and people leading intercession approach it from different angles. Having a sing song every worship time is not good enough and does not model anything out of the ordinary in terms of approaching God or expressing adoration for Him. These times need to be processed as well.....Was it good? What was good about it? How could you do this back home?

- *Sharing of personal application of truth to bring it down to earth.*

Stories and personal testimony are often the best way of illustrating a point or certain principal. Jesus used this method in his own teaching and humans don't seem to have changed much in the way they retain facts or information. When teaching or sharing, by bringing a very personal edge to an issue it makes a lasting impact on peoples lives while making you more attainable as a leader and less on a pedestal.

In the past, leaders have been afraid to share weakness in case it diminished their authority. Now sharing weakness (in a right way) is a sign of strength and often causes people to want to follow you.

Leadership team unity and how the team works together

The most important part of B2B, beyond the frame work, conducive learning environment and curriculum is the presence and unity of the leadership team. This, in essence is where all the things that are taught and upheld are actually modelled and lived out practically. If the team can't model leadership at this level then the whole course is a farce.

This means that much time, effort and prayer needs to go into the putting together and working life of the team. It cannot be assumed that leaders can just turn up and expect to just get on with running the course and contributing in their own way.

So what does this mean?

At least 2 days before the course starts, the leadership team need to have been working through this manual, looking at the schedule, praying together and sharing their giftings and contributions to team life.

On one hand, having up to 10 significant leaders in one team no matter what age could be a recipe for disaster which means the overall B2B leader needs to be a team builder and able to include and make room for every ones gifts.

It is important to begin with 'getting to know you' type exercises. I won't prescribe here but it does need to be deeper than 'my favourite food is...' and therefore would be wise to include time for sharing testimonies, leadership journey so far, personal contribution to team (both physically and spiritually) as well as room for sharing fears etc and praying for one another.

It is also vital that there is some social time, for example going out for a meal before the school starts. We have always paid for this out of B2B expenses but you need to work your own finances out!

The next stage is making time to go through the B2B values and basic ethos, to discuss this and thrash through what that looks like in practise.

The final part of the leaders training days is to look at practicalities and logistics, this would include things such as; Who's MC-ing for the day, who leads the process times, who's leading small groups, lectures, social times, ministry times, worship and intercession, when will the team meet to connect, welcome packs, how to greet the students, the welcome night, love feast etc. Hopefully some of these things will have been worked out already but planning them as a team is helpful because it is more inclusive and therefore creates a deeper sense of ownership of the course in general.

Meeting together. It is vital that the team meet regularly. For such a short amount of time and with it being such an intensive course, communication is key. We usually meet every day over breakfast as it sets the day in good stead with everyone knowing what they are doing. This is a good time to assess the day before as well, to look for areas of improvement and particular students that might need prayer or more personal input time.

During the 2 weeks it is also a good idea for the main leader to think about constant opportunities to bond this group, i.e a nice breakfast together one morning or another social halfway through the course.

The interaction of the group in the class and outside is very important and will really be the litmus test for the students if the leadership team live what they preach. This must be pointed out and reminded of at every point as it applies to time keeping, how we speak to one another, how ministry times are led and how different leaders are free to bring their contribution. This is where students are watching you like hawks and where the phrase 'leadership is caught not taught' comes into play. The team must assess this regularly as to how they are working together and definitely deal with issues should they arise.

Finally it is also important that there is lots of time for praying for students. Possibly each student in turn before the school has even started? This helps the team to bond but is also where hearts for individuals are born.

Classroom teaching and our learning ethos (the right environment)

The right learning environment is very important in the context of running a B2B. We are mainly training post modern leaders and the process of learning in post-modernity has changed and continues to change.

We aim to create a classroom that is also the centre of a temporary community. That is, a classroom, lounge, hangout place, ministry space, art room, coffee/snack bar, film room etc.! The goal is for 'learning' and 'being' to blend into one so that the classroom becomes a positive place and not a reminder of school days. The discipleship ethos of B2B is that there is a sharing of values and experience that transcends the lectures themselves so we aim to reflect this in the classroom as well.

What does this look like?

Instead of rows and rows of chairs and the odd table we bring in a mix of settees and couches as well as classroom chairs and tables, interspersed and arranged in a non structured (and yet thought through) manner, kind of like some ones living room. Thought should be given to the décor of the room such as flowers or plants, bowls of sweets or fruit (hospitality), a coffee station that can be used constantly (urn) N.B Some lecturers find it off putting when people make a drink in the middle of lectures but it shouldn't be that bad really and it models a principal of informal learning environments. We believe peoples openness to learning and receiving is increased by how much they feel welcome, accepted, respected as an adult or student as well as how relaxed they are.

We also believe that a nice room with thought through little touches says a lot about the leadership, the ethos of the course and the value that is placed upon the students.

If the room is big enough then lounging areas or places to talk would also be helpful.

We like to have prayer and meditative stations around the room for quiet contemplation or to be used during worship or ministry times. These can be used corporately or just in response times during the lectures and ministry. Examples are;

Art zone with papered walls, cross with altar for doing business with the Lord, prayer tent, wailing wall, etc.

We are not trying to be prescriptive here and you are free to express this in multiple ways pertaining to your own culture but equally in doing this it is fulfilling an important principal in B2B that reflects post modern learning styles but also questions and models how we process and learn.

Multiple approaches to learning

This value needs to come across in how the lectures are delivered as well. Again, B2B is a working model of how things can be done and needs to be structured in such a way that the students can observe and evaluate what works and what doesn't.

This means that the lecturer cannot just be a talking head, unless they are an amazing communicator but even then there needs to be room for discussions, exercises, visual aids, stories and testimonies, prayer and ministry, question times etc. Even in the DTS setting, lectures are long enough without someone talking straight for 16 hours with students just taking notes. Where this is good by the fact that much information is passed on it is questionable how much is retained by the students or even understood which we believe is the most important part. B2B is trying to lay a basic foundation for leadership understanding that might last a life time or at least start a life long process, the teaching must get to the right place of heart and mind, and then be absorbed. Not only that but we are also modelling teaching styles to students who may go on to become speakers and teachers themselves. It is vital that we lay a framework for them to work with in the future.

The rest of the B2B curriculum includes other methods of learning and processing to compliment this such as small groups, discussion panels, journals, etc. It would be strange to have one set of values for one part of the curriculum and another for the lecture part. If lecturers struggle with this approach then perhaps they are not appropriate for the job.

Long term investments (mentoring for mission)

I won't go into this in too much detail as hopefully the value of this comes across in much of this manual. It is vital that the leadership team understand this concept in committing to B2B for 2 weeks.

B2B is about investment and the sharing of experience, values and anointing in leadership for younger emerging leaders. The leadership team and how they conduct themselves is vital in this being accomplished. The onus is not on 'doing' in this context but rather on 'being'. Therefore the hangout times, coffee breaks, ministry times, one on ones, etc. are really important in terms of long term investment. I am still meeting B2B students from 5 years ago that hold onto key words spoken over them and relationships too that emerged over that short 2 week period. My desire, especially when leaders are working with students that are in the same YWAM nation is that mentoring relationships would develop and continue beyond the B2B period. These kind of mentoring relationships are what the younger emerging generation desperately crave and we are finding that there are obstacles to this happening from both sides, e.g.; 'I'd like to offer support or help but they wouldn't want me to, they are young and don't like old people to interfere....' Or the other side; 'That leader is such an important person, they would never have time for me, I won't ask for fear of bothering them or being rejected....' And so the cycle continues.

We must break this cycle if the next generation of leadership is to take on the baton of leadership in YWAM. To take the metaphor of 'batons' even further, we need to explore how batons can be shared or held together as opposed to 'my turn, your turn'. Looking at the bible, it looks like God is still in favour of inter-generational models of leadership. So in committing to B2B, I would challenge you to be praying about who the Lord is speaking to you about regarding the possibility of mentoring relationships for the future.....

There are several books worth reading in preparation for B2B (if you haven't already read them and also if you have the time!)

The first is called 'Mentoring for Mission' by Gunter Krallman. It explores the leadership style of Jesus in the equipping of the disciples. Other books are 'Discipling the leaders around you' by John Maxwell, 'Understanding Leadership' by Tom Marshall and 'Connecting' by Stanley and Clinton.

B2B Framework explained

Mentoring groups

Small mentoring groups are held 3 times a week to process teaching and leadership principals. This is discussed during the training weekend beforehand and the idea is to twin opposite sex (ideally) leaders together that might compliment one another in terms of gifting and perspective. These times are for smaller discussions, ministry times and questions pertaining to leadership development. There is room for you as leaders to seek the Lord for these times and to shape them accordingly. Your one to one allocations are to be from this group but it is up to you as a team to think through how you want to do one to ones.

Triplets accountability_

Students are split into groups of 3 (same sex) once a week to pray for one another and discuss accountability principals. The point of this is to model the value of accountability in leadership, these are not really times for personal confession outside of leadership as the group are only together for a short time. This does need to be communicated clearly at the beginning.

One to ones

Each student needs to get a one to one once a week with a member of the leadership team. This can also be organised informally between yourself and the students or allocated from within your small group. It is up to you to decide. We have tried having it open for students to approach who they would like. That is the ideal method as it reflects real life but we have found that most students find that approach intimidating. Some how we need to overcome this barrier.

Workshops

There are 3 workshops a week focussing on spiritual development such as prophecy, proclamation and fear of the Lord. These workshops are supposed to be practically based teaching that not only model principals of a certain area of spirituality but allows the students to put them into practise. For example, the prophecy workshop needs to lay out a biblical basis for prophecy, then it needs to bring understanding as to how to prophesy and finally it needs to make lots of room for it to be applied. A coaching approach to teaching needs to be adopted here and although some workshops can feel a bit uncomfortable in

terms of stepping out of the comfort zone, there is always very positive feedback and breakthrough stories afterwards from individuals. Breakthroughs and application of the spiritual gifts or authority are essential in today's climate and our feeling is there is not enough teaching or coaching in this area in our mission or the church for emerging leaders?

Worship and ministry

This is a vital aspect of b2b ministry as it provides a place to press into God and work through the things He is bringing up. It is important that these times are creative and led in a variety of ways. The desired outcome is that we would see break through in peoples lives but also be modelling different ways of doing things at the same time. Often creative inspiration comes from seeing something modelled in a different way.

Creative intercession

There is a minimum of 2 hours a week intercession and it is used to model different approaches to creative prayer but also ways of leading a prayer time. This is the same as worship times above and it is vital that we think out of the box in our expressions of interceding in this generation. For example, the emerging generations are more visual than past generations and tend to work better when their imaginations are more fully engaged.

Discussion times/Panel question times

Open times for students and leaders to corporately discuss certain topics are a part of the curriculum. These are often part of the teaching times but in some cases the leadership team creates a panel for more direct questioning. We always find this to be a positive time as there aren't too many opportunities in life when younger leaders can openly question their leaders on any topic! 'What was your greatest failure in leadership and how did you recover from it?' is often a favourite so be ready to be open and honest in how you approach these times. Honesty creates attainability for younger leaders and rather than make you look weak in your followers eyes, we see that today's followers see it as a sign of strength and integrity. Obviously don't spill your guts unnecessarily but be open about your leadership struggles!

Work duties

As the course is so short, work duties are ideally cut to a bare minimum of wash up and room/bathroom cleaning. This needs to be

agreed upon by the base you are running out of but we feel that that is realistic for such a 2 week short course.

Classroom times

The classroom is designed to be a hang out area as well as a place for learning. By inserting couches, drink stations and various creative stations for prayer and art, the divide between learning and 'free time' is diminished and unstructured learning is increased.

Assignments

Each student must produce a short written assignment at the end of each week. The topics are set in connection to a certain teaching topic and the students must show a grasp of the subject and some kind of application for the future. (See assignments on page.....)

Journaling

Each student is encouraged to journal throughout the course, chronicling their beginning journey into leadership and showing clear understanding and application of the subjects covered as well as personal experiences or lessons learnt (Journaling guidelines on page 15) The students need to give these in to their small group leader on Thursday of each week so that they can show a grasp of the topics encountered and some kind of application of lessons learnt for the future. These journals are not meant to be incredibly personal and so the privacy issue should not be such a big deal if it is viewed as a leadership journal. The principal behind this is to encourage a more thought through approach to leadership growth and development, for individuals to continue this process after B2B as a tool to help them process, learn from past mistakes and encourage them as they track how God has moved in their lives.

Processing times

There is a half hour corporate processing time at the end of each day to examine what the students are learning but more importantly what they are observing regarding leadership, especially how the leadership team is functioning. This needs to be led by one or two leaders and ideally the same 2 through out to build continuity. Thought needs to be given to the right kind of questions and also more specific areas of observation and principals gleaned through those observations. This is a really important aspect of 'self leadership' as it creates a sense of personal responsibility and the need to have your analytical eyes open as a leader to be able to learn, think through issues, styles and methods of leading. It is a life long skill and should be encouraged from that angle.

Ministry times for individuals

These are outworked in the mentoring groups where each individual gets at least 20 minutes of ministry/prayer from others in the group. This way you can fit 3 students into one small group slot. The entire small group focus on that one person for the time allocated and so it is a special time for students to get a larger amount of time for prayer and input. Prayers and words needs to be written down at this point and given to the individual at the end. The principal of this is to model the need for ministering to others and for that ministry to be 'quality' in terms of time and focus. It is also great for students to receive in that way as part of the course.

B2B Curriculum

The Leader and their personality and giftings

Discovering your spiritual and motivational giftings as well as using DISC as a tool to identify personality traits, especially pertaining to a team situation.

The Leader and their personal/ministry vision and values

Vision development, direction statements, roles and goals and ministry philosophy of the leader. Thinking through strategic development of a vision and applying 'future thinking' in the formation of ministry foundations.

The Leader as mentor/discipler

Study of the biblical basis and breadth of mentoring roles in leadership. Gaining a vision for establishing a developmental bias in ministry. Also looking at practical discipleship within a post-modern context.

The Leader and team leadership

Developing a leadership team that functions effectively with diversity of people and gifting.

The Spiritual Leader

Growing in spiritual authority and use of the gifts of the Spirit in ministry. Focusing on 'Understanding body, should and spirit', 'Fear of God versus fear of man', 'Proclamation' and 'Prophecy'. Also developing a broader understanding of worship, spiritual warfare and intercession.

The Leader as a communicator

Developing communication skills, understanding how we learn and dealing with difficult relationships.

Self Leadership

Developing a mindset of personal developmental leadership. Always looking to learn and improve, applying evaluation principals to lifestyle and ministry with a view of pushing the boundaries of growth as a Christ like leader

List of topics covered in order

(Each topic is one days worth of teaching or 3 hours)

- **Passion for Jesus**

Designed to be a follow on from basic DTS teaching looking at the leader and their relationship with God. What does it look like with all the daily pressures, distractions and spiritual attack? What are some of the key principals for maintaining a loving, intimate relationship with Jesus on a daily basis?

TEACHER:

- **Character of a leader**

One of the areas that leaders understand going into leadership and then seem to forget, especially as power and influence increase. What are the character attributes that God has ordained for Kingdom leadership? Look at some key examples from the bible and from

history and develop a pattern of characteristics of Godly, servant hearted and yet empowering leadership.

TEACHER:

- **MYERS BRIGGS (understanding personal giftings in a team setting)**

Understanding personality test designed to work within a team context. Understanding how we work and operate together and developing an understanding and appreciation of other approaches and perspectives of life.

TEACHER:

- **Building a leadership team**

Looking at 'why team?' What is the biblical mandate for it? How does it work? What should it look like in terms of biblical balance? What are some of the ingredients that break down effective team unity and how do we not only develop them but cause them to grow and be fruitful?

TEACHER:

- **Confrontation and Conflict Resolution in Relationships**

Where ever you get two or more people in the same living/working space for longer than a few days there seems to be disagreement and conflict. This topic will look at how conflict occurs, personality differences and how differing worldview and perspective can cause wars and splits over seemingly small issues! How do you bring peace to conflict and how do leaders mediate in conflict situations and not only deal with it but bring it to reconciliation.

TEACHER:

- **Mentoring**

A buzz word in the body of Christ and perhaps in danger of being too prescriptive and therefore too rigid. How did Jesus mentor his disciples? This is designed to draw on some of Gunter Krallmans 'with-ness' principals from Mentoring for Mission. What are the different models of mentoring but more importantly what are some of the key principals in making it work and empowering radical Christ centred leaders in today's post modern world?

TEACHER:

- **Discipling in a Post-modern world**

What is post-modernity and how do we as followers of Jesus be in the world but not of it? What are some of the discipleship issues in a post modern world and what are the key principals in discipling post moderns? It may be good to look at the future a little bit to discern where things are going and what change needs to be implemented in order to not just survive as Christians or the church but to be in a position to be leading the culture.

TEACHER:

- **Roles and goals**

Looking at the different roles we have in life and not just leadership. How do we define these roles and how would we want others to define them in a eulogy? How do we fulfil our life roles and how do we grow into them? (Includes writing a personal vision statement) Connected to this we need to be setting important life goals as well, how does this work and what does it look like in practise. Drawing mainly from material from Stephen Covey in his book 1st Things 1st. In the midst of looking at how to fulfil our personal life vision statement it would be good to look at how to prioritise our commitments into Coveys 4 quadrants.

TEACHER:

- **How to make vision a reality (strategic planning)**

Without vision the people die. We don't seem to have a lack of vision, more than a lack of understanding in making them reality! What are the processes of vision development from conception to building to completing the end goal? What does strategic planning look like and how does it work with regards to SWAT analysis, overcoming barriers and clear steps with set goals in place? How does God fit into this process or more importantly how do we fit this process into Gods way of doing things!

TEACHER:

- **Self leadership**

We all need to be taking responsibility for our own development and growth. Too often we assume this is someone else's job and when it doesn't happen we can become bitter. There is a need in all leaders to develop an inner compass and to know where you are going and why. Not just in vision for the ministry but in who you are, how you live etc. Inner convictions, integrity checks, personal disciplines, personal study and investment of the soul, fighting pride, staying focussed, keeping the faith and staying close to Jesus and tenacity in the face of adversity.
Exceptional leaders distinguish themselves because of superior self leadership.

Workshop Topics

**Students are led and coached through a process of understanding and application. Sometimes this is teaching with examples, other times it is a journey of experience
(These have not been put in order yet and can be discussed on the leaders day)**

- Prophecy
- Body, mind, will and Spirit – where is your true source?
- Spiritual authority and warfare
- Fear of man versus Fear of God
- Proclamation
- One left free for leading of spirit.....

The Preparation/training weekend prior to B2B starting

The B2B co-ordinator needs to arrive a day or two before this with helpers or their own team (or however you want to do it) to set up the class room, put up signs, make welcome packs, decorate the room, set up art zones and other zones, last minute photo copying etc. The co-ordinator needs to do this the best way for them but we have found that some of these jobs can be done by the team itself on the Sunday morning before the course starts.

It is really important for the leadership team to spend some time together prior to the students arriving. This time is to be led by the main B2B co-ordinator and is designed to build team unity, pray together, make decisions regarding basic logistics or running of the week, i.e. who will MC etc.

We have tended to meet on Friday night for a social, followed by Saturday morning. (Students coming Sunday afternoon for an evening start) Spending some time in worship and devotion followed by some introductions and icebreakers. We would then spend the rest of the morning going through the ethos and vision of B2B (in this manual) and discussing what this means for the group, how it can be outworked, the ministry philosophy, etc.

The afternoon is spent making decisions on small groups, one to ones, worship, prayer, processing times, MCs for the week, when the team should meet, etc, etc. Once this is done we spend the rest of the time praying for B2B as a whole, our own unity but also for individual students we know to be coming. In the evening it is good to organise some kind of social again, i.e. going out for a meal together. (We try to pay for this out of the budget if it allows to bless the team) Sunday morning is set aside for rest or any other practical things that need to be done before the students arrive.

It must be stressed that this is how we do it in the UK and is therefore not the 'rule' on how it is to be done! You need to work that out for yourselves knowing that the value of the training weekend is that the whole team understand what B2B is about, how it will be outworked in the team, how the team will work together, loads of time for prayer and finally as much time as possible for bonding as a team.

We do give our students all afternoon on the Sunday to arrive and so it is also good for people to greet them, show them around and feel welcomed. The same hospitality values that apply on the first day of a DTS.

Appendices

Journals

Here is what we give out regarding B2B journaling. **We also give them a book and pen to use as well as a clip folder and notepaper for lectures and any other inserts.** The idea here is for the students to have a leadership file they can take home and continue to build up as their own personal resource. The cost of this needs to be covered in the budget connected to B2B student fees.

Guidelines for Keeping a Student's Journal

Why keep a journal?

The purpose of keeping a journal is to help you evaluate, display and remember what you are learning and what the Lord is doing in your life from week to week. While your notes of the teaching times will present the detailed picture, your journal will give a more personal account of the key points and highlights of these three weeks as seen from your perspective.

What will it look like?

You will be given a book for your journaling at the start of the course. Keep notes throughout the week on thoughts, illustrations and insights that you gain. You may be as inventive and creative as you like in how you present the material: coloured pencils, drawings and diagrams, magazine cuttings, etc., can be used. Paper and some materials will be made available to you; the rest you will need to seek out for yourself.

How do I do it?

- Write the theme for the week as a page heading; for example: Gifts of the Spirit and then highlight the key theme for example - Ministering in the power of the Spirit.

- Rather than attempting to summarise all that has happened in the week or the teaching you have received, (that is what your file is for) you should aim in your journal to highlight the key ideas and the things which were significant to you personally. It would be helpful to consider some or all of the following questions:

1. What was the most important idea or concept that I heard this week?

2. What does this mean to/about me personally?

3. How does this apply to my understanding of leadership and ministry?

4. How would I like to apply this idea or concept in my own life/ministry?

- Another way you could display the material is to note confirmed statements - that you hear spoken, or things the speaker said which confirmed what you already thought or believed; key ideas which you had heard expressed before.
- New statements - any new ideas, theories or methods which you learned through the week's programme.
- Application - how you personally expect to implement this week's key idea in your own life and/or ministry. You may want to write specific goals for each week's teaching to make sure it is implemented in some way.
- You may have a key verse or verse that you want to memorise. You should display this in your journal and make a note of:
 - What it means to you personally
 - What you understand to be its application to your ministry or leadership.
 - If there are specific things you want to record that you would rather keep secret you can add in a little envelope or design flaps to cover over "personal" areas.
 - On a more light-hearted note, you could allocate a section to "cheers and jeers " - noting (in one sentence each) what were

for you a great/ fun/ positive/ encouraging and a yucky /irritating /boring /discouraging aspect or event of the week.

- You might want to make a note of any special event that week, a visit, a ministry time or some other highlight.
- There may be a key scripture or idea from your Quiet Time or Bible Study this week, which tied in, in some way with the theme of this week's teaching, or which was particularly significant to you for some reason. It might be an area of personal break through or guidance. If so you will probably want to record it somehow in your journal.
- You might want to describe how some of the times of coming Into His Presence were led and make a note of anything which would help you in your leadership of similar times with your ministry, team or church.

Weekly Assignments

There are two assignments to be written, one for each week.

Assignment 1. (week 1) - Mentoring approach paper

The paper should include: your definition of mentoring, the areas you still require mentoring in and the kind of people you need in your personal development. (Remember that there isn't a one size fits all mentor that covers everything, often there are different kind of people in our lives that mentor us in different ways). Share your key values for mentoring that you have already taken on board and those that you would like to establish as a mentor.

Think about your approach in terms of context (where, how), style (informal, formal, planned), Regularity, assignments (prayer, reading, study) Paper should be at least 2 sides of A4 and handed in to your one to one mentor on Friday before 6pm

(The speakers paper is available to look at in the classroom to give you an idea of what we are asking)

Assignment 2. (week 2) – Personal vision/mission statement

Write up your personal purpose, vision and mission statements. They should bring a clarity of direction that is future orientated. You may want to develop key words for the mission statements that sum up your desires, passions and gifts.

Be careful that the purpose and vision statements aren't too broad. The vision statement needs to be concrete, and actual specific measurable goal. (Remember SMART = Specific, Measurable, Achievable, Realistic, Timely) Paper needs to be handed in to your one to one mentor on Thursday before 1pm

YWAM Values pertaining to B2B (All are applicable but major ones are marked in bold italics)

1. KNOW GOD

YWAM is committed to know God, His nature, His character and His ways. We seek to reflect who He is in every aspect of our lives and ministry. The automatic overflow of knowing and enjoying fellowship with God is a desire to share Him with others.

2. MAKE GOD KNOWN

YWAM is called to make God known throughout the whole world, and into every arena of society through evangelism, training and mercy ministries. We believe that salvation of souls should result in transformation of societies thus obeying Jesus' command to make disciples of all nations.

3. HEAR GOD'S VOICE

YWAM is committed to creating with God through listening to Him, praying His prayers and obeying His commands in matters great and small. We are dependent upon hearing His voice as individuals, together in team contexts and in larger corporate gatherings, as an integral part of our process for decision making.

4. PRACTICE WORSHIP AND INTERCESSORY PRAYER

YWAM is dedicated to worship Jesus and engage in intercessory prayer as integral aspects of daily life. We also recognize the intent of Satan to destroy the work of God and we call upon God's power and the Holy Spirit to overcome his strategies in the lives of individuals and in the affairs of nations.

5. BE VISIONARY

YWAM is called to be visionary, continually receiving, nurturing and releasing fresh vision from God. We support the pioneering of new ministries and methods, always willing to be radical in order to be relevant to every generation, people group, and sphere of society. We believe that the apostolic call of YWAM requires the integration of spiritual eldership, freedom in the Spirit and relationship, centred on the Word of God.

6. CHAMPION YOUNG PEOPLE

YWAM is called to champion youth. We believe God has gifted and called young people to spearhead vision and ministry. We are committed to value, trust, train, support, make space and release them. They are not only the Church of the future; they are the Church of today. We commit to follow where they lead, in the will of

God.

7. BE BROAD-STRUCTURED AND DECENTRALIZED

YWAM is broad-structured and diverse, yet integrated. We are a global family of ministries held together by shared purpose, vision, values and relationship. We believe that structures should serve the people and the purposes of God. Every ministry at every level has the privilege and responsibility of accountability to a circle of elders, with overall international accountability to the YWAM Global Leadership Team.

8. BE INTERNATIONAL AND INTERDENOMINATIONAL

YWAM is international and interdenominational in its global scope as well as its local constituency. We believe that ethnic, linguistic and denominational diversity, along with redeemed aspects of culture, are positive factors that contribute to the health and growth of the Mission.

9. HAVE A BIBLICAL WORLDVIEW

YWAM is called to a Biblical worldview. We believe that the Bible makes a clear division between good and evil; right and wrong. The practical dimensions of life are no less spiritual than the ministry expressions. Everything done in obedience to God is spiritual. We seek to honour God with all that we do, equipping and mobilizing men and women of God to take roles of service and influence in every arena of society.

10. FUNCTION IN TEAMS

YWAM is called to function in teams in all aspects of ministry and leadership. We believe that a combination of complementary gifts, callings, perspectives, ministries and generations working together in unity at all levels of our Mission provides wisdom and safety . Seeking God's will and making decisions in a team context allows accountability and contributes to greater relationship, motivation, responsibility and ownership of the vision.

11. EXHIBIT SERVANT LEADERSHIP

YWAM is called to servant leadership as a lifestyle, rather than a leadership hierarchy. A servant leader is one who honours the gifts and callings of those under his/her care and guards their rights and privileges. Just as Jesus served His disciples, we stress the importance of those with leadership responsibilities serving those whom they lead.

12. DO FIRST, THEN TEACH

YWAM is committed to doing first, then teaching. We believe that firsthand experience gives authority to our words . Godly character and a call from God are more important than an individuals gifts, abilities and expertise.

13. BE RELATIONSHIP-ORIENTED

YWAM is dedicated to being relationship-oriented in our living and working together. We desire to be united through lives of holiness, mutual support, transparency, humility, and open communication, rather than a dependence on structures or rules.

14. VALUE THE INDIVIDUAL

YWAM is called to value each individual. We believe in equal opportunity and justice for all. Created in the image of God, people of all nationalities, ages and functions have distinctive contributions and callings. We are committed to honouring God-given leadership and ministry gifts in both men and women.

15. VALUE FAMILIES

YWAM affirms the importance of families serving God together in missions, not just the father and/or mother. We encourage the development of strong and healthy family units, with each member sharing the call to missions and contributing their gifts in unique and complementary ways.

16. RELY ON RELATIONSHIP-BASED SUPPORT

YWAM is called to a relationship-based support system, depending upon God and His people for financial provision, both corporately and individually. We believe that relationship-based support promotes responsibility, accountability, communication, and mutual prayer. It involves the donor as a partner in ministry. As God and others have been generous toward us, so we desire to be generous. YWAMers give themselves, their time and talents to God through the Mission with no expectation of remuneration.

17. PRACTICE HOSPITALITY

YWAM affirms the ministry of hospitality as an expression of God's character and the value of people. We believe it is important to open our hearts, homes, campuses and bases to serve and honour one another, our guests and the poor and needy, not as acts of social protocol, but as expressions of generosity.

(YWAM Foundational Values approved by the Global Leadership Team August 2003; released February 2004.)

Practicalities of running b2b

This is designed to help you through the planning process of running and hosting a b2b leadership course. Please use this as a helpful resource in setting up a b2b course logistically aside from the course and leadership structure.

Time frame of organisation prior to course;

One year before;

Yes I know this sounds a bit early especially for a YWAM course however there are a few things that should be considered at this stage.

Venue/location

Book as soon as possible. Most YWAM bases need time to make decisions about opening bases for 2 week schools. Think through the logistics, can people get there easily and cheaply, is it big enough, do the accommodation, and classrooms serve the values of b2b that are laid out in the manual? Do you have a cook and are they any good? These are important factors to consider.

Leadership team

As YWAM works more as a relational network this process could take up to a year in advance. Make sure that your leadership team reflects the values of b2b. Are you inviting enough young leaders, do you have enough women, what about older leaders (60 plus) and middle age (40-60). Are they aware that it is not about having a teaching slot but about 'being'.

Advertising/PR

Start thinking about how you are going to spread the word. In the western world PR has become increasingly important and peoples decisions on whether or not to do b2b can be influenced either negatively or positively by what they are sent. The other consideration is who do you want to target, are you focused on your country or do you want to open the course up to a larger region, or continent? We have b2b flyers already and can be reprinted in your own language if that works out to be cheaper/easier for you. Please contact us if you would like to talk more about this.

9 months before;

Venue

Ideally this should be booked by now. Does the location serve you and the values of b2b?

Leadership team

Keep working on this one, this process takes persistence, multiple emails, and phone calls.

Advertising

How you are going to advertise the b2b should be set by now. Remember we can provide flyers if you need them.

Application process

Start to think about how this will work, will you use web site registration, will people email you with their contact details for you to send them an application form in the post, will you accept last minute registration, does your PR double as a application post card that people can drop in the post? Have you put together an acceptance pack with travel and country information in it? People like to receive formal acceptance info. There is a copy of our own application form for you to copy or use below.

6 months before;

Venue

Really needs to be booked, it is important that your PR has as much info as possible on it. We do understand that this might differ thought from country to country.

Leadership team

Keep working on it, hopefully you have had a few people confirm, don't worry if you haven't heard back from everyone yet.

Advertising

This really should be out by now, people can't come if they don't know that you are running the course!

Application process

Should be in place along with someone to handle the applications and communicate with potential students. From experience the majority of people will apply in the last 3 months with most applying in the last 6 weeks. It is important that once people apply or are accepted on the course that you reply with some kind of response letter.

3 months before;

Venue

This really needs to be booked by now.

Leadership team

If you are lucky this will be set by now but don't panic as it is not unusual for the whole team not to be confirmed. Take a look at who is on the team and who you are waiting to hear from. Does the team balances in terms of age, gender, experience, and gifting? Do you have people on the leadership team who can teach with authority on the subjects that b2b covers, if not, start trying to book guest speakers to cover the gaps. It is always easier to get someone in for a day or two than to have mediocre teaching.

Advertising

Really, really needs to be out by now.

Application process

Application process needs to be in place along with someone to handle the applications and communicate with potential students. Acceptance info really should be in place by now as the venue has been confirmed and travel and accommodation info can be included.

Kit List

We have included a set up kit list below, do you have everything that you need to facilitate the course, what needs to be bought, or borrowed? Have you thought about feeding people, and how you will house them? This is the time to communicate with your location to keep them up to speed with your housing needs.

Hospitality

Have you thought through how you will make students and staff feel welcome, this is a major value for b2b and will set the tone for the entire course. Science has proved that people form opinions within the first few seconds of seeing something or meeting someone so make your first 10 second contact a positive one! Think through getting people to your location. Do you have to set up transport runs to a local airport or train station. Do people know how to get to the base by bus train, plane, or car?

Before the course;

First let us congratulate you for getting this far. This type of course can be frustrating to put together. By this time your team should be set, location set, applications coming in, kit list sorted and ready to go.

Kit List

Below is a kit list that we have developed over the last five years of running/administering the b2b course in the UK. This is not the definitive list but simply something to help you in thinking through what you need to do in setting up the b2b in your own location. Hopefully it is a helpful resource to you.

Things for the room;

- Projector screen one large one small (teaching)
- PA (teaching, worship, etc)
- OHP/data projector (depending on circumstances)
- Coffee, tea station, biscuits? (for the breaks)
- Flowers ,Candles, Sweets (for hospitality making the room look nice)
- Couches, tables, arm chairs (to break up the looks of an ordinary class room)
- Good Lectern/stand
- Stools (for panel discussions)
- CD player (ideally plugged into the PA for teaching times, worship, intercession, and break time)
- Lamps/lighting (gives a nice feel)
- Extension leads
- Fans (if in summer!)
- Signs (toilets this way, book shop, etc.

Prayer and Meditation Stations

- Art stuff (markers, paints, paper, crayons, etc..)
- The Cross
- An Altar (pile of rocks, or small boulders, candles)
- Paper/scrap paper
- Office supplies (Blue tack stapler, cello tape, etc)
- Prayer tent
- 24-7prayer room

Welcome packs and b2b manuals

Room welcome packs

- need to include a welcome card and a small gift like sweets or chocolate, etc...

b2b manuals to include;

- Base/location welcome pack (info on the base, email, laundry, local interest, community guidelines, phone usage, etc..)
- B2b guidelines and ethos, description of the course, expectations, etc.
*Please refer to b2b student manual download.

b2b Application Form

First Name

Surname

Address

E-mail

Date of Birth

Describe in a short paragraph why you would like to do b2b?

Have you completed a DTS with YWAM? (If yes, please state where & when)

YWAM Leader & contact details:

Does your YWAM Leader approve of you participating in b2b? Yes /No /with Reservation
(please circle)

Other comments or questions:

Once completed please send with a deposit of £25 to:

**YWAM York,
PO Box 321
York
YO24 3WA
UK**

E-mail: ywamyork@onetel.com
Phone: 07967619110
Website: www.ywamb2b.org

WEBSITE RESOURCES AND READING LISTS FOR LEADERSHIP DEVELOPMENT

www.postmission.com - A forum networking missions agencies that are looking at organisational change in a post modern context. Inspired from the book by Richard Tiplady.

www.ngm.org.uk - New Generational music and mission. An organisations dedicated to the arts and mission, especially focussing on the music scene.

www.msainfo.org.uk - Tom Sines mustard seed associates forum looking at new shapes of church and community in todays world.

www.leadershipdevelopment.org.uk - YWAM course called The Leadership development course (LDC) It is the big brother to B2B and trains YWAM leaders with 5 years or more experience.

www.ywamb2b.org - Leadership training for a new generation of leadership. Values based course helping leaders build a foundation for the future.

www.globalchange.com - Patrick Dixons 'futures' site examining future scenarios in the church and society with out any change to current events.

www.24-7prayer.com - Creative prayer and mission movement. Mobilising a new generation into creative intercession and mission.

www.ywamconnect.com/sites/we24-7prayer - YWAM year of unbroken prayer across Western Europe.

www.ywam-england.com - Various YWAM websites full of information and resources.
www.ywameurope.org
www.ywam.org

www.culturalshift.net - Mobilising church planting movements in the emerging generations

www.celluk.org.uk - Cell church movement in the UK

www.jesuit.ie/prayer - Cool Jesuit prayer site for a more meditative quiet time

www.gospelcom.net/ubc/utmost - Oswald Chambers 'Utmost for His Highest' daily devotional

www.ukonline.co.uk/paradigm/index - The Labyrinth. For a more creative quiet time!

Book recommendations.....

The Making of a Leader - Robert Clinton

Developing the Leader within you - Robert Maxwell

Developing the Leaders around you - Robert Maxwell

Overcoming the Dark side of Leadership - Gary McIntosh & Samuel Rima Sr.

Paul the Leader - J. Oswald Sanders

Leading with Jesus - Gunter Krallman

From Potential to Power - Gunter Krallman

Mentoring for Mission - Gunter Krallman

The Leadership Paradox - Denny Gunderson

Living in the Freedom of the Spirit - Tom Marshall

Understanding Leadership - Tom Marshall

Ordering your own private world - Gordon MacDonald

First Things First - Stephen Covey

The 7 Habits of highly effective people - Stephen Covey

Futurewise - Patrick Dixon

Get a grip on the future without losing your hold on the past - Gerard Kelly

Mustard Seed Versus McWorld – Tom Sine

Why not Women? - Loren Cunningham & David Hamilton

Small church, Big vision - Lynn Green & Chris Forster

Post Mission - Richard Tiplady

World of Difference - Richard Tiplady

The Apostles Notebook - Mike Breen

Apostles, Prophets and the coming moves of God - Dr Bill Hamon

Post mission – Richard Tiplady

World of Difference – Richard Tiplady