

b2b

be the leader God wants
you 2 be

Leadership Development Manual

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(Letter to be used as a guide not copied exactly)

22nd August 2004

Dear b2bers,

Welcome to YWAM (name of base)! This is the 5th year that we have run the b2b course and have been very encouraged with the interest and the desire of YWAMers in the UK for leadership training. We believe you have the opportunity of having a deep encounter with God and will be different when you leave here.

We give no apology for the fact that these next few weeks will be action packed and will require concentration and commitment from you to gain the most from this time. The schedule is full of different kinds of activities and groupings and we trust that it will model different approaches to learning for you. These include:

- Staff interaction in every session as well as students
- Open agenda worship/ministry nights
- Workshops on practical aspects of spiritual leadership
- Firing squad times or panels where you can ask any question of the leaders
- Evaluation of teaching daily, by the whole class
- One to one mentoring times by staff on any issue, personal or ministry related
- Creative intercession where you are involved and learn principles of leadership as well
- Social times where you can chill out with one another

So in short, you won't have time to get bored. It is going to be a full and active time and we trust you will go away with new understanding, new inspiration and new anointing. Let's begin this time with a real expectancy that God is going to meet us in a special way.

The Lord richly bless you all.

Carl & the staff

Staff Introductions

Barry and Kay Austin

Originally from New Zealand, Barry and Kay have been leaders with YWAM England for more than 20 years. During that time they have had a major part in developing the discipleship and leadership training programmes in the mission. Through their influence many people have gone into missions. Their oldest daughter is a missionary in Japan and their youngest daughter works in London.

Barry helped pioneer the six-week Leadership Development Course (LDC) in Scotland, which focuses on developing the spiritual dynamics and relationship skills necessary for leading people effectively. In recent years Barry has helped launch the LDC in Uganda, India and Australia.

Barry and Kay are concerned for the ongoing spiritual growth of people in YWAM and Barry is frequently a speaker for staff and leadership development seminars. He speaks from a reservoir of many years of experience in missions. Barry is also an elder in a church in England.

Carl and Melanie Tinnion

Carl is English (West Midlands!) and is the national director for Child and Youth ministries in YWAM England. Mel is from New Zealand and ran the Year for God programme for a number of years until the arrival of their daughter Alanah (3 years old) and also Gabriel (3 months old!). They have been in YWAM since about 1994. They are in the process of pioneering a new base in York that will act as an incubator for leadership training and pioneering new ministries in Europe, it is called 'Vanguard: the leadership track'. They both enjoy the outdoors, travel, new cultures, watching films and anything that involves nice drinks and fellowship.

We are both bored with the old rhythms of church life and are exploring creative new ways of combining ancient monastic principals with new millennium flavours so that this generation will think out of the box in the way they worship, walk with, and fear the Lord. Holistic Christianity is what they as a community in York are seeking to live that will affect every aspect of life while spilling over onto the young people they are working with.

ETC.

Statement of purpose for B2B

To create an environment where up and coming YWAM leaders can understand the ways of God pertaining to their own development while laying leadership foundations in the areas of character, competency and spiritual authority.

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 Ministry Philosophy

1. Spiritual Leadership
 - Intimate relationship with God is the foundation for life and leadership
 - Create an atmosphere of freedom and intervention for the Holy Spirit to move and shape the way we lead.
 - Create a God centeredness and openness in all decisions, plans, problem solving, leading and teaching.
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 available to meet, talk or pray outside of normal schedule)

- Strong commitment to see those we lead grow in all areas of life.
 - Encourage hospitality as a leadership function.
 - Develop a sense of community through activities and relationships
3. Purpose orientated leadership
- Mentoring and prayer to help leaders find their calling and anointing.
 - Help leaders through mentoring to begin with the end in mind, be kingdom focused, articulate objectives, goals and strategies for personal life and ministry.
4. Team Leadership
- Model team leadership as a staff, functioning with a consultative leadership style.
 - Making room for everyone's gifting and anointing to be involved.
5. Integrity and Humility in leadership
- Through leadership creating a general atmosphere of openness in weaknesses and challenges faced.
 - Being committed to living what we preach both as individuals and as a team.
 - Staff participating in all teaching, ministry and social times in order to add input and continue to model the impartation of values.
6. Creative teaching style with emphasis on application and evaluation.
- Teach in an interactive and dynamic style that best imparts values, life and learning.
 - Use of role play, break out groups for discussion, questions, panel discussions and ministry times.
 - Creative worship and intercession that is evaluated with coaching for learning.
 - Sharing of personal application of truth to bring it down to earth.

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 doe 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 doe 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.....

B2B Framework

Mentoring groups

Small mentoring groups are held 3 times a week to process teaching and leadership principals

Triplets accountability_

Students are split into groups of 3 (same sex) once a week to prayer for one another and discuss accountability principals

One to ones

Each student gets a one to one once a week with a member of the leadership team. This can also be organised informally between yourself and the one to one mentor should you feel you need more time

Workshops

There are 3 workshops a week focussing on spiritual development such as prophecy, proclamation and fear of the Lord

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.

Creative intercession

There is a minimum of 2 hours a week intercession and it is used to model different approaches to creative prayer and also ways of leading

Discussion times/Panel question times

Open times for students to corporately discuss certain topics in the curriculum. These are often part of the teaching times but in some cases the leadership team create a panel for more direct questioning

Work duties

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

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

Assignments

Each student must produce a short written assignment at the end of each week. It can be about any of the topics covered that week but must show a grasp of the subject and some kind of application for the future. (See assignments on page 15)

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)

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

Ministry times for individuals

These are outworked in the mentoring groups where each individual gets at least ½ hour ministry/prayer from others in the group

One to One Mentoring explained further....

You have the opportunity to be mentored during these two weeks to help walk you through issues arising through the course and to be there for you. Staff members have a variety of gifts and will be able to impart different aspects of anointing and input.

Some issues for which you may want "one to one" input could be:

- Specific issues that arise that you would prefer not to bring up in the cell group or triplet.
- Personal coaching in a specific skill.
- Personal accountability in an area of character or spiritual growth.

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

(Carl's 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

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.

The above notes are intended to help you, not to restrict you. Please feel free to develop a style and a system of journaling, which is consistent with your own personality and preference. They are simply to give you an idea of what is expected and how your work will be assessed. As a general guideline, you will probably need to plan in about four hours a week for your journal. There will be some time allocated for journals on Friday afternoon. The journals will be collected on the Monday.

The Lord has often asked His people to build an altar or make some written record as a memorial to what He had done for them or what He was saying to them (Exodus 17: 14-16, Joshua 4; Jeremiah 30: 2). It is our desire that your journal will be a written record that you can look back to in the future - a testimony to what God was doing in your life and what He was teaching you during the course.

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.)

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