

Chapter 6

Scorecards

“Search me, God, and know my heart; test me and know my anxious thoughts. See if there is any offensive way in me...” (Psalm 139:23-24).

I’ve never been a hockey fan. The long list of reasons is rooted in my inability to logically follow the game (if a “game” is what you call an encounter between two hockey teams). The puck is too small for my eyes to follow on television, and the rules are so confusing that I’ve given up trying to understand what “off sides” and “icing” even mean. However, despite these barriers, I do understand the universal language of what it means to win.

The team with the most points at the end of the game wins, every time. I don’t need special training to understand that. The purpose of a hockey match is clear. Score the most points! After watching the first 58 minutes of the 2017 Stanley Cup championship game, I instinctively understood the significance of a “0-0” tie score with only two minutes left in the game. While the first 58 minutes were entertaining for some, all that would matter in the next two minutes was which team scored the winning goal!

Our scorecards inherently reflect the purpose of the game. Baseball? Score the most runs. Golf? Hit the ball the fewest number of times. Swimming? Complete the fastest laps. This may sound obvious, but champions ALWAYS understand the right measure for winning and use the scorecard to drive their success.

Wrong Metrics and False Summits

If we surveyed churches asking them for a single scorecard metric that reflects their purpose and how they measure success, we’d get a wide range of answers. Some leaders would say “baptisms,” some, “new believers or converts,” and yet others, “life transformation.” All are important metrics, but they’re not the purpose of the Church. You can lead your church to do all of these

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things extremely well and still produce cultural Christians as your primary product.

As we discussed in chapter 3, any purpose that we embrace other than making biblical disciples fully surrendered to Jesus will lead us down the wrong path—likely leading to Level 3 accumulation. Your core scorecard and metric for Level 5 multiplication must be rooted in making biblical disciple makers who make disciples who plant churches that plant churches

We don't see movements, or even multiplication, in the U.S. Church because most leaders embrace the wrong scorecards and measures of success. Think about it. How many biblical disciple makers in our faith community have made disciples who make disciples to the third and fourth generation? Instead of measuring the number of Level 5 disciple makers we produce, we've shifted our focus to more butts, bigger budgets, and bigger buildings. We measure the things that fuel our lust for addition growth and accumulation rather than the disciple makers who fuel multiplication. The largest, fastest-growing, and most innovative church lists represent the trophy that most Level 3 church leaders pursue.

In fact, sometimes what we think are destinations or points of arrival are actually the gateway to new points of departures. The prize at the end of the path we're on can be like a false summit in mountain climbing. We think we're about to arrive at the peak, only to find there is another path to conquer on our elusive pursuit of winning.

The pull to addition-based success is strong. I know I've had times in my life where I've fought the good fight, sacrificed, and persevered, with my eyes on the wrong summit. I'm an adventurer and conqueror, always pulled toward opportunity, and always needing to be a good steward of discerning the "good" from the "great." I'm guessing you can relate. None of us want to look back someday and conclude that we missed opportunities and pursued the wrong things in life.

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Church leaders are especially susceptible to pursuing false summits. In fact, the prevailing scorecard for success in the U.S. Church is a false summit. The Level 3 addition-focused scorecard is beautiful and captivating, like the seductress in the Proverbs. But it never fully satisfies and quickly draws us into an elusive pursuit of the next prize.

We can get caught in the search for that “arrival point”—where we can finally do all the things we’ve seen larger, more “successful” Level 3 churches doing. Hire staff. Build buildings. Create programs. Conduct monster outreach events and marketing campaigns. Add sites and services. Experience some form of financial stability. Implement amazing leadership pipelines and mobilize waves of volunteers to grow. All great things, but often dead-ended. The false summits of Level 3 are interconnected with other false summits and rarely lead to the better Level 5 summit of multiplication.

So, Multipliers, if the Church’s prevailing scorecard has been hijacked—focused on the wrong primary outcome—how do we turn things around? How do you courageously make a difference? A commitment to a Level 5 multiplication scorecard is a vital first step. But that’s just the start. You must then turn the commitment into action, and that action needs to start first with your own personal scorecard.

This chapter is a difficult one. This conversation is not about your church but rather, *your* heart and your true motives. It will make you uncomfortable. But remember, the first step in overcoming an addiction is acknowledging our weakness and utter helplessness. If we’re embracing the wrong scorecards, we must first look inward. Embracing the right personal scorecard will require surrender. Quite possibly, very difficult surrender that requires you to deal with some impure motives and heart conditions.

Be encouraged, however. Many heroes of the faith who have come before you have taken the same courageous and necessary steps to

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embrace and live out Level 5 multiplication scorecards. Honestly and thoughtfully answering difficult questions will help you get to the core of the motives and heart factors that shape your personal scorecard.

Throughout the rest of this chapter, we're talking about what it means to change your personal scorecard—your own definition of success—and then confront and work through the internal tensions that inevitably come with heart change. Putting a personal scorecard into practice is hard work. This isn't an easy journey by any means, but it is a worthwhile one—a journey that no doubt ends with eternal legacy.

‘Search Me Oh God’

This idea of changing your personal scorecard requires a degree of soul-searching that I'm going to guess you've not yet encountered. It's one thing to say your church needs to change and begin to diagnose the failing areas or opportunities for improvement; it's another to pray like the Psalmist David prayed, “Search *me*, God, and know *my* heart; test *me* and know *my* anxious thoughts. See if there is any offensive way in *me*...” (Psalm 139:23-24, emphasis added).

Throughout Scripture, God reveals His passion for our hearts:

Above all else, guard your heart, for everything you do flows from it (Prov. 4:23).

I the Lord search the heart and examine the mind ... (Jer. 17:10).

... for God sees not as man sees, for man looks at the outward appearance, but the LORD looks at the heart (1 Sam. 16:7).

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Clearly, God cares more about the condition of our hearts than He does about our accomplishments.

In chapter 3 of his Exponential eBook, *Flow: Unleashing a River of Multiplication in Your Church, City and World*, my friend and Level 4 Multiplier Larry Walkemeyer shares his multiplication journey, noting the personal scorecard change that *had* to take place before he could lead his church, Light and Life Fellowship in Long Beach, California, from Level 3 to Level 4 and now Level 4+.

“I had to do a tough and candid assessment of the scorecard that was motivating me to produce results,” he writes. “God had to do a work *in* me before He could do a work *through* me. During that process, He revealed several things that needed to change in me to enable the changes that were needed in my church.”¹

As Larry reflected on this deeply personal shift, he tapped into and transparently shared hidden tensions he never saw coming. These tensions almost derailed his multiplication focus. As he says it, personal fears unintentionally built a “play it safe” wall in his life and ministry.

“I wanted to build and live behind a wall that would keep our church safe from any threats to its survival or growth,” he writes. “The atmosphere was self-protective selfishness that said, ‘We have a good thing going; why risk it by giving some of it away?’”²

The Fear Demon

Fear can be personally paralyzing, especially when we’re blind to its impact. I’m convinced that fear is a key factor in our bias to embracing the wrong personal scorecards. Throughout Scripture, we read that the battle is not against flesh and blood. God wants us to know that our battle is a spiritual one—against Satan. The demon of fear is real.

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Larry transparently shares a list of fears in *Flow* that held him captive to addition-focused scorecards. His candor reveals several fears that are also at play in all of us. Larry gave me permission to share the following list to encourage you in your own journey as a Multiplier. Pay close attention to the end questions in italics and see if you can identify with any of Larry's fears:

The fear of failure—What if we give away leaders, people and money, and then the projects fail? We were winning at addition; why risk losing at multiplication? *What if church planting damaged our mother church? Could we recover?*

The fear of rejection—Larry realized that multiplication meant allowing allegiances to transfer from the “sending pastor” to the “planting pastor.” This kind of emotional exchange called for deep personal security. Insecurity is a form of fear, so he faced his own inner fears of rejection. *Was I secure enough in God and in my own identity to face what would feel like a form of abandonment?*

The fear of loss of control—Multiplication is an empowerment of others, a divesting of the direct management of leaders and people. In his journey, Larry asked, “Did I trust God enough to hand over large groups of people to novice shepherds?” He continues to ask that question, acknowledging that surrender is an ongoing, daily process. Each time he plants, he encourages everyone in his church to ask God if they're being called to go. He has no control over who leaves on the mission. *Could I trust God to replace key staff and lay leaders if they left?*

The fear of conflict—Moving forward in multiplication will undoubtedly create significant pushback, or even division, that can be avoided. Everyone loves addition, but many fear multiplication; consequently, it's difficult to cast and pursue this vision without generating sparks. Larry notes that by nature, he's a conflict avoider. Whenever possible, he would naturally delay or detour around confrontation. *Could I deal with the fallout from developing this controversial new priority in our church?*

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The fear of change—Larry recalls that what he and Light & Life were doing was working well, but that he also recognized “good” as often the chief enemy of “great.” It’s scary to change something that seems “good enough” because you want to “wall it in,” so that nothing can alter it. However, once he became convicted of the biblical priority of multiplication over addition, the question was not, “What works?” but, “What is obedience?” *How was God calling us to step out in faith?*

For Larry, inner fears were like mooring lines keeping a boat tied to a pier. He could build a bigger boat as long as he didn’t have to untie the lines of fear that would let her sail to the world. He knew what it felt like to build the boat, but not what it meant to free her and let the wind of the Spirit take her where He wanted.

The fear of financial hardship—When Larry’s team invited large groups of people to take their tithes and offerings and leave with a church plant, he had no idea how much money they were actually talking about. He and his wife, Deb, have watched as much as 25 percent of the church’s monthly income flow out to launch a new church. Anticipating this reality made him want to build a wall around their tithers. *Would God really provide all of the finances we needed?*³

A special note from Larry: “I’ve taught the principle of tithing to many people. I always acknowledge that giving to God the first 10 percent you make can be scary if you’ve never done it. I’m sure you’ve done that, as well, in your preaching. But I have collected hundreds of stories affirming that when you practice this kind of obedience and generosity, God unleashes blessings in an undeniable manner. If this is true in personal tithing, how much more is it reflected in the giving of people, energy and resources for the work of church multiplication? Every leader would do well to consider how to tithe to the work of multiplication. At Light & Life, once we began to demonstrate our faith that, ‘You can’t out-give God,’ we began to experience His richness in unprecedented ways.”⁴

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How about you? Be honest. Look inward and identify the fears that have been at work in your life and ministry. The demon of fear may be deep-rooted. Embracing a Level 5 scorecard requires you to do the hard work of identifying the fears that are holding you back and keeping you captive to Level 3 behaviors.

Rank each of the six fears listed above on a 1 to 10 scale (1= no impact; 10 = significant impact). Commit to calling out and naming your fears. Make a journal entry for each one, describing specifically how your past and current context reveals it. Practice bringing your fears into the light of day. Share your list with your spouse and at least one close friend. Pray diligently for God to release you from these fears.

10 Factors Contributing to Wrong Scorecards

As if fear were not enough for us to deal with in overcoming addition lust, each of us also carries biases and sinful behaviors that make us susceptible to pursuing and embracing accumulation-based scorecards. Carefully read through the list of internal tensions below and ask God to reveal any areas you need to address. Please resist the temptation to skim them. Take the time to ask yourself each of these questions and in a “search me, O God” posture, consider each one. Don’t be overwhelmed by these questions. Instead, use them as a diagnostic tool to assess the condition of your heart.

1. **Ego:** Is my personal self-image predicated on the size of our church? Am I measuring my personal scorecard for success based on “bodies, budgets and buildings”? Does my zeal to obtain these three B’s block my/our church’s ability to prioritize multiplication?
2. **Pride:** Do I consider the church “mine” instead of “His”? Does anything that threatens the image of the church threaten my self-image, too?

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3. **Trust:** Do I find it difficult to trust God to replenish what I give away? Deep down, do I believe it's more blessed to receive than to give?
4. **Insecurity:** Am I measuring my ability to multiply by my evaluation of other leaders or churches I've watched do it so successfully? Do I ever find myself thinking, *I'm not as good as they are*? Have I seen a church-planting failure and thought, *That will inevitably happen to me, as well*?
5. **Control:** Do I desire to multiply ministries even though I'll have no direct control over them? Is my reluctance to relinquish control actually restricting multiplication?
6. **Hero Complex:** In practice, do I live as though my church's success has more to do with me than with God?
7. **Complacency:** Am I willing to work hard to not only tend to my own flock but also help another church start? The hard work required often diminishes the motivation of multiplication.
8. **Reputation:** Am I seeking out my denomination or network's award or recognition based on attendance and dollars with little regard for multiplication?
9. **Harmony:** Deep down, do I think the battle to sell such a radical vision is worth the fight? Is significant pushback or division tempting me to truncate the vision toward a more self-serving initiative?
10. **Perspective:** Have I been adequately exposed to a multiplication vision or the information I need to instill a priority of a multiplication culture?⁵

While you may have additional internal tensions not on this list (if so, take note of them), this is a good starting place for self-assessment. Just as you did with the previous list of fears, do an

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inventory of these additional factors in your ministry. Rank each one on a 1 to 10 scale (1 = no impact; 10 = significant impact). Commit to calling out and naming each one in your life. Make a journal entry for each one, describing specifically how your past and your current context reflect this fear. Share your list with your spouse and at least one close friend. Pray diligently for God to release you from these sins.

Redefining Success

It's true that the "speed of a leader shapes the speed of their team." For you, it's also true that the strength of your personal scorecard shapes the strength of your church's scorecard. If you have a Level 3 church scorecard, then you inevitably have a Level 3 personal scorecard! Change starts in the heart and mind of the leader.

The dashboard indicators on the scorecard of a Level 5 multiplying church are relatively straight- forward. Most involve metrics of deployment and multiplication rather than accumulation and growth. They include things like:

- The number of disciple makers who are making disciples to the third generation,
- The number of leaders who know and have been mobilized on their unique calling to carry the fullness of Jesus into every corner of society,
- The transformation occurring in community mission fields embraced by everyday missionaries mobilized from your church
- The number of churches planting churches that you've started.

Only you can decide and act on the specific measures you embrace. But you'll be limited by the nature of your own personal scorecard. Are you positioned to be the hero of your church's story, or are you modeling a life of hero making? Are you a king overseeing the building of an empire, or are you a servant making missionaries of everyday Christians who are God's agents of

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change in the world? Will you measure success by what you do and accumulate, or by what you deploy and equip others to deploy?

From Scoring to Assisting

I'm reminded of a metaphor that Larry Walkemeyer has developed in his own journey to embracing a Level 5 scorecard. Larry shares a powerful illustration of a leader who multiplies—and the leader God uses. He paints a picture of an NBA basketball game that has drastically changed the rules. In addition to field goals being worth two or three points, every assist (a pass that empowers someone else to score) is worth five points. The impact, he says, would totally alter the game.

What if making assists (hero making) were worth more points than making baskets (being the hero)?

“The celebrity shooters would no longer dominate teams, but the effective passers would be of even greater value,” Walkemeyer writes. “High scorers could be those who never even made a shot. Team play would rise to a whole new level, with scores potentially surpassing 250 points.

“I believe God scores the assists. He's searching for ‘passers’ even more than ‘shooters.’ He's looking for leaders who are more concerned about who they can launch than how many they can lead. For too long, the scoreboard has been skewed and leaders haven't played up to our Kingdom potential.”⁶

How we handle and deal with our internal tensions makes all the difference in how we lead and multiply others. What would happen if church leaders operated in God's economy? If leaders who looked for ways to multiply other leaders wound up scoring more points than the star leaders who feel the need to carry the team? Do you have the right motives and personal scorecard? Any multiplying leader will tell you this is a non-negotiable.

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The next question to ask, then, is how do I begin to move toward Level 5 leadership? Keep reading to discover five essential practices for becoming leaders who pass way more than they shoot—Multipliers who lead beyond addition.

Putting It into Practice

- *What are your top three measurements of success as a leader? In other words, what are the most important metrics (which you actually measure) that define your personal scorecard?*
- *Are these metrics primarily about sending/releasing or gathering/accumulating?*
- *Are there human factors (accomplishments, resources, talents, security, etc.) that you've come to rely on more than Jesus?*
- *What is the single biggest internal tension you face in leading beyond addition to multiplication?*
- *How would you rate yourself (1 to 10) as a Level 5 leader?*

Exponential Tools for Becoming Multipliers

***Flow: Unleashing a River of Multiplication in Your City, Your Church and World* by Larry Walkemeyer** Level 4 Multiplier
Larry Walkemeyer candidly shares the story of how his Long Beach, California, church shifted from survival to addition to a world-impacting multiplication movement.

***Play Thuno: The World-Changing Multiplication Game* by Larry Walkemeyer.** In this free eBook, Larry gets uber practical, highlighting principles for multiplication, twenty-one leadership essentials for multiplication and even deceptions that often derail our efforts to reproduce. Most significant, however, is Larry's thorough exploration of Scripture to discover *why* churches must multiply.