

Multipliers: Leading Beyond Addition

Chapter 10

Models

*Insanity: Continuing to do the same things
over and over again, but expecting different results.*

~author unknown

Why would we think that more of the same Level 3 thinking and behaviors that have firmly established our Level 3 scorecards will somehow start producing Level 5 multiplication results? As Multipliers, we could define insanity as “continuing to value the same addition/accumulation-focused thinking and behaviors, but expecting to see multiplication results!”

Without a new generation of Level 5 Multipliers who throw off the old wineskins and embrace new models, we’re unlikely to see multiplication results. Speed of the leader ... speed of the team! We need fresh expressions of church that will more naturally let us embrace and focus on what we’ve been talking about in the last two chapters—making disciple makers, building multiplication capacity, and mobilizing everyday missionaries.

When we began writing the Exponential anchor books, *Spark* and *Becoming a Level 5 Multiplying Church*, the lack of Level 5 benchmark churches limited our ability to quantitatively define Level 5 church characteristics. To steward the multiplication conversation and better define the five levels of multiplication, Exponential formed a working team of national leaders from various multiplication ministries and Level 4 and 5 churches. We meet several times throughout the year to focus on the characteristics of Level 5 churches. Over the last two years, the team has identified ten characteristics of the Level 5 church of the future (see our free eBook, *Dream Big, Plan Smart*, for a more detailed explanation of these ten characteristics). The characteristics include:

- Jesus is Lord
- Culture of Biblical Disciple Making
- New Measures of Success/Scorecards
- Empowering Systems
 - A bias to “yes”
 - A sending impulse
 - Easily accessible (everyone gets to play)

- A minimal ecclesiology
- Messy, insecure and risky
- Adaptive Systems, including Liberated Financial Systems
- Apostolic Atmosphere
- Level 5 Leadership (Level 5 HeroMaking Multipliers)
- Kingdom-centric/Geo-centric Focus
- Relational Affiliation to a Tribe, Family or Network of Churches
- Everyone a Missionary

Creating a culture of multiplication around the ten characteristics of Level 5 churches requires a shift in our paradigm. Embracing these characteristics and choosing a model that naturally brings these characteristics to life are primary roles of Level 5 Multipliers. The national team of leaders collaborating to identify these characteristics has also identified five key shifts in our paradigm that are essential to creating a culture of multiplication. Notice how these specific shifts align with what we've been talking about over the last nine chapters.

These shifts, as articulated by discipleship author and speaker Dave Rhodes, include:

1. A shift in the hero story for the primary leader...*from being the hero to becoming the mentor who creates heroes that become mentors.*

Becoming a Level 5 church starts with the pursuit of becoming a Level 5 leader. As we discussed in chapter 6, every true shift in a church or organization begins with a personal or heart change in the primary leader—a change in your personal scorecard. Story after story tells us that leaders who want to see change organizationally but don't take the time to make the necessary personal shifts will rarely experience the results they desire. Marked by a sense of holy and humble tenacity, the Level 5 leader shifts from being simply the hero of the church and instead uses his/her power and influence in a mentoring role to help others become the heroes and the future mentors the church will need.

2. A shift in expectation for every believer...*from being consumers or converts to being disciples who make disciples who make disciples to the fourth generation.*

As you know by now, biblical disciple making is the core of healthy Kingdom multiplication. To shift from being a community of consumers coming each week to gain their spiritual fix, the Level 5 church trains their people in the character and competency of Jesus, empowering and equipping them to make disciples who make disciples to the fourth generation. This means that Level 5 leaders start asking future questions: How many fourth-generation disciples does our church have? Have we seen that number increase from last year to this year? Is what I'm doing now as a leader going to get us to the fourth generation?

3. A shift in opportunity for every disciple...*from being a volunteer in a church to becoming a missionary to a mission field waiting to be declared.*

This distinctive may be the most important of any of the shifts. Level 5 leaders take the priesthood of believers seriously. To become disciples who make disciples who make disciples, people must start thinking of themselves differently—as potential pastors or missionaries with a church waiting to be birthed among those with whom they live, work and play.

4. A shift in operation for the system...*from the bias of “no” to the bias of “yes.”*

Becoming a Level 5 church means shifting the systems of the church, being open to redefining what a church is, and then leaders helping people learn to live with the sense of permission that’s already inside of them. Uncovering this inherent permission allows us to step into everything God has called us to be and do.

When we shift the operation system, we redesign our systems to move from, “We can do it; you can help,” to, “You can do it; we can help.” We develop adaptive and empowering systems that change and shift quickly to move from high command and control at the center, to creating a culture at the edges that quickly and easily says “yes.” By clearly defining our core mission (making disciples), we can decentralize, allowing our church to adapt and multiply into new contexts without spending unnecessary time on bureaucratic decision-making.

5. A shift in the scorecard...*from counting the number of people in any one church to the percentage of a population changed. From accumulation to transformation.*

Level 5 leaders measure success differently than other churches. Instead of just counting the number of people who come to the church, Level 5 leaders are more concerned with the growth of the Kingdom among their surrounding neighborhoods and networks. Functioning from a collaborative Kingdom mindset, this means creating change within a population distinctive that's bigger than what any one church could do on its own. This shift requires us to create networks or families of churches that work together to see the "win."

The Role of Level 5 Multipliers

Level 5 churches must be led by Level 5 leaders who are passionate about creating and maintaining a biblical culture of multiplication. So far, we've identified several integrated areas that shape a Level 5 Multiplier. Level 5 leaders should:

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- Have the courage to surrender their egocentric scorecards and embrace a multiplication scorecard (chapter 6).
- Understand, own, and manage the three dimensions of healthy multiplication: disciple making, capacity building, and empowering systems for mobilization (chapters 8 and 9).

- Understand, own, and manage the ten characteristics of a Level 5 culture (described above and in *Dream Big, Plan Smart*).
- Understand, own, and manage the five paradigm shifts required for creating Level 5 culture (discussed above and in *Dream Big, Plan Smart*).
- Be diligent at considering fresh expressions and models for the future that will more naturally promote a culture of multiplication