

Things we are currently learning...

- listen to God and do what he says
- You have to be in here today not seeking a process. you have to be seeking a PERSON (Jesus) in order to make church happen.
- if you put a process in the way of Jesus or get in front of Jesus by how great you are as a church you will miss it.

What's your organizational structure?

Perry and the SMT (5 men) are the guys that make the decisions

In regards to SUNDAYS and making the production happen:

- Shane Duffey: creative arts pastor
- Karla Temples: assistant and global producer
- Lee McDerment: music director, anderson worship leader
- Ken Wilson: visual director, all things that are screen projected
- Joel Yates: tech director, all gear, stage lights, cams, etc

Shane has a team that are exceptional at the arts. He is not.

\*\*\*Disclaimer\*\*\* read before continuing.

we've tried to get more regimented, further ahead, have fancy excel spread sheet w/ colors... talked to peeps we think do it so well – but end up at same place

Please don't think this is a magic formula... its just how we happen to do it AND if you just work hard, be smart & be willing to change... God will give you something that works for your church

We want to be good stewards... but we don't want the process to take God's place. We simply try to listen to God and then do what He says B/c at the end of the day... Its not about a process, It's about a Person

What's your planning process?

- One mtg per week, Weds at 10am (day is always changin...we tend to keep
- on a certain day for a few weeks and then change it up).
- Perry sends Shane an outline for what he wants to preach (like yesterday AM we planned the service for 4/5/09)...we'd prefer to be 6 weeks out, but we can live as closely as 2 weeks out
- FYI: This entire meeting is driven by the senior pastor's preparation
- Tuesday AM shane gets an email with outline of message (some of these outlines are more developed than others). It contains:
  - title
  - points
  - scriptures
  - illustrations

- Based on subject matter, Shane invites a group of about 7 other people to talk thru the message.
- Those people receive the notes and come prepared to the meeting (they only need to prepare for about 15 minutes) to discuss.
- Perry asks questions in that outline and we come with answers (sometimes he asks more questions than normal, other times he comes with a basically done message)
- We spend about an hour going thru Perry's message (Perry drives this)
- Only time we don't do this meeting is when Perry is outta town
- If someone else on staff is preaching we may have a creativity for them

Real life example: Back up to 6 months ago, in a Senior Management Team meeting Perry says he thinks he may need to preach thru the sermon on the mount....if we do this, it will cover 6 months of material into 5 different series:

no perfect people allowed

iwantanewmarraige

bailout

The Gospel

matthew 7

preparation by the senior pastor is key

- When we finish that message, we will take some time to talk about naming/branding/detailing upcoming series (this is built into our weekly meeting so we don't have to have an extra one)
- Publication: people come because of personal invites, we spend very little time or money in publicity
- It's Shane's responsibility to bring the concepts and ideas for that service to life (videos, music, props, etc)
- We used to think that the more stuff we could put in a service, the better it would be, but what we found is that most often it just got in the way of the point we were trying to make...which is that people need Jesus. desperately.
- now we wanna pull things OUT of a service in order to get out of the way of Jesus.
- People don't get saved because of creative things. they get saved because of hearing the word thru Jesus's Holy Spirit in them
- Excellence: our goal is to craft the best service the best we can with what we got. We work hard, but at the end of the day it is getting everything out of the way that hinders someone from seeing Jesus.
- Lastly in that meeting we take time to walk thru what's coming up THIS Sunday. it's already planned fully but we walk thru the production order one more time to be sure we haven't missed anything...and that what we HAVE planned for is ready to go...sometimes we cut things, sometimes we add
- nothing is sacred save the word of God.
- even Sunday ams we cut things...if it ain't workin, we cut it

What's your schedule on a Sunday?

- 6:15 – Band arrives (breakfast, setup)
- 6:45 – mic/video line check for satellite venues (having this so early (before run-thru) gives us time to fix any problems on a campus level)
- 7:00 – Sound Check (band comes in prepared, this is NOT rehearsal time)
- after this sound check the band has a devotional time.
- 7:45 – Talk Thru (all involved in live prod come together, walk thru the prod sheet. pay attn to the space BTW the lines...aka: the transitions)
- 7:55 – Run Thru Counter drops

- 8:00 – Live Run Thru -- we treat the 8am run-thru like the 1st service. This is not trouble shooting time go from start to finish, walk thru all parts, even speakers, prayers, music, video, lights, etc we aren't dumb enough to think that we can't stop run-thru if something crazy happens...if you plan enough time it is ok to stop and restart a song or video
- 8:35ish – Run Thru concludes (figure out if there are any adjustments) our goal is to be done as quick as possible, but doors must open at 8:45
- 8:45 – meet w/ P – confirm sermon info – any adds/subtracts? – walk through any pertinent transitions for P (speaker) especially ending
- 8:55 – touch base w/ A control leaders and vols to inform of any changes and be sure they don't have any questions, he then swings by sound and lights to be sure they're good and communicate any changes to them.
- We've tried several forms of comm to communicate (walkies, etc), but have found that face to face communication is best.
- 9:00 Ready to Go & Leadership Prays over the day
- 9:15: 1st service
- After 1st Service (after every other service we have informal reviews) –Team Review (adjust as necessary) eval with perry. if anything needs to be changed it's changed. dropped added whatever. fall in love with the process cuz if you don't and you spend 50 hours on a video and it gets cut you will be destroyed. some sundays if you were at all 4 it would be a different service
- 11:15am: 2nd service
- 3pm – band & teleprompt – run thru 6pm set
- 4:15: 3rd service
- 6:00pm: 4th service (there are a few extra worship songs in this service...helps free up seats in our AM services by getting more people to attend this one)
- Special Services/Events (use same schedule format) (additional run thru for Easter/Christmas... other??) 2:45 before a service

Do you pay your band?

- Yes – tiered
- some play all day, some play one service at fuse, all day, morning only, one service
- they must come to practice prepared. it's not a time to figure it out.
- We utilize Planning Center Online to help them prep...provides players with setlists, charts etc as they rehearse on their own.
- practice is more for fine-tuning
- they must have professional level gear
- paying them gives us a level of accountability

Who has the final say for Sunday things?

Perry(only exception is if I think something not good enough for him to consider)

if you have a situation where the worship leader can trump what the man of God wants, there is a problem. Your pastor is entrusted with the word therefore we must trust him.

it has to be a give and take, push and pull

How do you handle Announcements?

- We have found in the past that announcements can be the death of momentum. Have tried several different formats.
- need2know (a video placed strategically in our service) is our current primary source for communicating announcements, holds people's attn,
- Perry will sometimes use a part of the sermon

- We DO utilize a live person for 1st timers and offering. During this time (what we call the Offering Prep) we teach about why we give, it's a part of worship, a little sermonette, no more than a few minutes, but it's paying off.

How do you do Baptism and Communion?

Communion – always build a service around (avg 2 times a year). Perry teaches on what communion is, then we take it. It's usually a VERY evangelistic message...people get saved.

Baptism – one giant deal & rest as part of service. Before having a facility we borrowed a pool to do this. NOW, we do it every 6 or 8 weeks. Spread over an entire Sunday, with people baptized in each service, in the middle of

How have you handled adding campuses? How has it changed your service planning?

- We are still learning...even now.
- Every campus (to some extent), must be considered in service planning...someone has to be thinking about how what we're planning will effect the other campuses...and translate to them.
- Karla keeps detailed service planning notes...it's a google doc that anyone on staff can view...keeps all production orders for every Sunday and other misc things to remember for the day.
- Karla (global producer) also leads a weekly All Campus production meeting: keeps the campuses informed on a production detail level, gets their input for how things will translate each Sunday.

1st steps for getting a creative process?

- Understand before anything else that the pressure that's on your senior pastor is something that you will never feel....that being said, he is the person the can make or break your creative process.
- if you work with the sr pastor you have to help him understand how planning ahead helps everyone, including him...and it will equip the staff he leads to do ministry each week.
- if he was just one week a head it would help the product and the way you support his anointing tremendously.
- Discuss w/ Sr. Pastor (must start here) and help him see benefit of planning.
- Invite people into the process (staff &/or vols)
- Then do what works for you the further ahead a pastor gets, the more fluid your church can be, cuz the further ahead we get the quicker we can move
- Do NOT worship the process. Worship a PERSON and let the process come after that. you can't make adjustments when you're not prepared if you get your sr pastor to step up and work harder than he's ever worked, YOU better step up too. support him in his planning. prove why it's a worthy process.

When does the band rehearse?

- band is prepped approx 3 weeks ahead as to setlist
- every monday night at 6:30, rehearsal for current sunday is done. get to a final place for arrangement of song, songs are recorded at end of practice for sound guy to mix.
- sunday is sound check and minor tweak time.
- lighting cues are built around that too.
- light and sound can pull of planning center too.
- video recording of practice is also done and the volunteer director that week watches it and takes notes

Can you give us more information about who comes to your service planning meeting?

- Perry, Lindsay (Perry's assistant), Shane, Karla (Shane's assistant) and Lee McD are in all creative meetings:
- with the other 5 spaces, shane will invite people based on the subject matter if they do something ministerially

that will play into the planning

- IE: Beautiful series, meeting around women with a messed up past
- money stuff
- care ministry stuff
- it's all based on subject matter

CREATIVE elements are in that meeting too? there along the way will be ideas...like months in advance...usually on a whim...don't force creative elements, but if people think of one while reading thru the notes they pitch it out.

Who decides on the setlist for each week?

- primarily lee and his team, because they have gen concepts from perry
- often in the wed mtg perry will ask 'watcha thinkin musically?' lee will hit em with it, sometimes perry will pitch something that he'd like to have in the service
- perry will sometimes request a specific song...even tho it's on the paper, lee and the team still pray and plan thru how to make it fit into the rest of the set. if lee has any checks in his spirit about song, he will come in and offer an alternate idea.
- 90% of the time the set is set by his worship leaders.

Do you have a formula for each service?

same order generally?yes

try and mix things up on purpose? yes

general lineup each week:

opening song

worship set n2k

offering

song

preach

dismissal (no song usually, Perry dismisses all campuses after prayin)

we just moved the offering and it took us a long time to do that...had a tradition we had to break. having a standard formula really highlights the diff when we mix it up.

How far out do you begin staffing for multisite?

- as far out as possible. one of the things we're learning is that we wanted to have NewSpring church in a bunch of places, not a bunch of NewSpring churches.
- as best as we can predict and fund, we want to get people on staff, on the central campus, hanging with the people that will be doing their job.
- ie: cola campus pastor, has been named and workin in that context for at least 8 weeks
- Our primary concern to begin with is having the campus pastor, worship leader and kid's pastor.
- what usually gets in the way of hiring them REALLY early...is church. sundays. It happens every Sunday...52 times a year...keeps things a little busy.
- We hire based on 3 things: character, chemistry, competence

How do you handle your service endings?

not with a bunch of announcements. we used to ALWAYS have a song.

just moved to perry wrapping the service and tellin em bye. that's it

occasionally there's a song at the end of his message and he will come back out to tell em bye but that's it.

How do you handle invitation?

We do have an invitation every week, but usually just with the keyboard player. There are exceptions. Sometimes he will preach his sermon and literally he will say something that's a cue for the band to move in...if it puts an exclamation point on the service...always fill it with something.

Perry uses a lot of strong words in his sermons...how does he get away with that?

never confuses sermon prep with his quiet time.

in his quiet time whatever he's studying God will speak into him something that is for perry first and often times for the church...

it's used to get people's attention and do away with what church people think is supposed to be said and seen. cuz that's what jesus did.

How do you do your web and graphic designs? outsource?

all are produced in house.

shane communicates to his team all details out of creative mtg.

How do you take care of your staff and volunteers?

- as a staff we work sunday-thursday
- we will do everything we can to not have sat services...our goal is to always try and protect the staff from not having a weekend (ours is Friday and Saturday)
- all have roles on sunday...whether your job is specific or greeting. but it's a work day.
- perry teaches into us that you have to protect your sabbath. 6 days of working, 1 day of rest.
- we will go through seasons where it's unavoidable (like buildings opening),
- but it's Shane's heart to protect at all cost.
- It's the same with volunteers. they should be equipped and protected and loved on.
- Bottom line: if you're doing something you're passionate about you WILL have to force yourself into rest.
- Also, ministry should NOT get in the way of your time with jesus.

How do you encourage latecomers to be earlier?

- once the sermon starts, if you go out you do not come back in. If you're not IN by the sermon, you don't come in...have seating in our lobby area with a feed of the service.
- You can create something that people don't wanna miss...but in the end people are gonna do what they wanna do.
- People want the least amount of Jesus possible, but don't let that ruin what you're doing. Be about making it happen and trust the Holy Spirit to work in those people.
- don't be fueled by what's happening out there. perry can preach his guts out in front of 10 or 10000. it does not matter the response because he goes after God....that's his audience.
- do not try to serve anything other than jesus christ.

How do you keep worship leaders worshippers and not performers? encourage them to read God's word, pray it

over them, speak it into them...

how do you get the vision to the rest of the team?

perry is always casting vision, uses all staff meetings (once a month) to really speak this in...Shane goes to lunch every once in awhile with people who don't report to him.

And now...random bits of wisdom from the session...in no particular order:

- invest in the souls of the people you lead...
- overcommunicate the details...assume nothing.
- Don't chase a process... chase a Person
- Get thick Skin... cause everyone's got an opinion
- PRAY, Read God's Word...and trust your gut.
- 5 points of defensive driving
  - Aim High in Steering (stay true to vision – keeps you in the lines – planning is key)
  - Keep your eyes moving (Pay attn to details – Excellence - ABE)
  - Leave yourself an out (Be ready to change – even at last minute – cringe factor – Love the process)
  - Make sure they see you (staff & vol's – see the first three – they'll follow – how we lead is key)
  - Back up only when absolutely necessary (New, improved, improving... ok to step back when nec... don't make same mistakes)
- Bonus \* - Don't swerve for animals (critics (in & out) will try to get you off the road... just run them over)

Thoughts on Leadership:

“everything rises & falls on leadership” - Maxwell

II Sam 23:3-4:

The God of Israel spoke,  
the Rock of Israel said to me:  
'When one rules over men in righteousness,  
when he rules in the fear of God,  
he is like the light of morning at sunrise  
on a cloudless morning,  
like the brightness after rain  
that brings the grass from the earth.

.....

Some say that leadership can be learned... I understand that idea, but I disagree. Leadership skills and methods can be learned but I'm of the opinion that true leadership ability is a gift that cannot be learned or grown into. A real leader doesn't need to read a book or blog to increase his/her leadership ability, he or she does so to sharpen their insight and gift.

The number one challenge for NewSpring Church (not to mention all churches, groups and organizations) is finding

leaders. We want to grow and grow in the right way, but without passionate and competent leaders the effort is stunted. It is difficult, at best, to find a leader. Not just someone who has led something, but a true leader. Real leaders can be hard to find because some without the gift have mastered the art of mimicking it. It is when those who mimic the gift are placed in the fire (especially the fire of ministry) they are exposed and unfortunately the wake of destruction they leave is usually wide.

So, how does one distinguish a leader from a pretender? I don't know for sure, but here are a few thoughts I have in regards to the qualities that should be found in a real leader.

A real leader...

- looks to get involved in solving problems instead of running from them.
- defends his team first before making excuses for himself.
- rejects offers to leave his team for the sake of personal advancement.
- knows when he is placing a lid on the ones he leads and is quick to get out of their way.
- inspires those he leads with his commitment, care, attitude and effort... and then his words... if necessary.
- speaks truth in love and never forsakes the vision or lowers the bar.
- inspires growth without demanding it from those he leads.
- is one his people want to be around and not one they dread seeing.
- has a desire to be led and not left alone.
- realizes that he is a part of the team... not above or better than the team.
- encourages and invites critique of his abilities from the ones he leads.
- sees defeat as a learning experience and not the end of the world.
- stays calm in the midst of calamity and does his best leading when the times are the toughest.
- doesn't make decisions by looking at popular opinion or traditional values.
- challenges the status quo and risks his reputation to do so... not for notoriety or gain, but because its the right thing to do is followed.