



Course handbook

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1. Introduction

1.1. Introduction

Salt & Light is a worldwide family of leaders and churches! We share relationship, fatherhood, common building values and a passion for mission. We work together to see strong churches and groups of churches emerge that are *apostolic* churches, strong influential mission-shaped churches that impact a region by

- training and developing leaders who equip all of God's people
- intentionally sending people and planting new works
- impacting their communities through well-connected social action and evangelism – 'kingdom mission'

We recognise that supporting the ongoing training and development of Ephesians 4 leadership, including building relationship between leaders, is *vital* to our future together. We want to see more Ephesians 4 leaders to both strengthen existing churches and extend God's kingdom into 'regions beyond' (Romans 15.23) – regions not yet penetrated by the gospel.

It is for this reason that we are developing [e4], as a mentoring programme for those growing into such leadership.

Through the [e4] programme, our goals are to help establish in you:

- foundations – principles and values
- theology – a biblical understanding of God's mission
- relationships – between a new generation of leaders, and existing Ephesians 4 leaders
- mission – God's heart and our practices

For our ministry to be effective it is essential that *all* these aspects work together: we don't want mission *without* theology, relationships *without* mission, or mission *without* relationships!

You may know that in recent years God has been speaking to us repeatedly of the need to be 'missional' and not 'static'. This is true of the whole apostolic team – apostles, prophets, evangelists, pastors and teachers – working strategically together towards the apostolic goal. Strengthening and developing this aspect of our family DNA is a critical aspect of this programme, as well as imparting and communicating existing principles and values.

We invite you to join us on this journey, whether you are an *emerging* younger leader, a congregational leader with a call to establish new works or someone who is starting to work as part of translocal apostolic and prophetic ministry teams, working to build churches and extend God's kingdom in all of society.

Through [e4] we dream of a new generation of men and women, building on the foundations of a previous generation and moving us forwards to impact our nations.

Steve Thomas and Dave Richards
European Apostolic Team
April 2007

1.2. Course goals

Key point: e4 aims to support the mentoring of a new generation of Ephesians 4 leaders, across the Salt & Light family of churches in Europe.

Through e4, we aim to establish relationships and principles, in order to release new Ephesians 4 team ministry across our family of churches.

Developing relationship:

- strengthening the relationship with your apostolic oversight
- developing relationships with other leaders into your nation and across Europe

Developing principles:

- imparting overall vision to build apostolic churches and families of churches
- ensuring apostolic foundations/principles
- exploring key issues together

Motivating and mobilising Ephesians 4 ministry

- preparing leaders that will help churches respond to the call of God and engage with his mission
- an emphasis on equipping and supporting other leaders, not just doing it yourself
- multiplying teams, developing both existing leaders and new ministries
- expecting empowering from the Holy Spirit
- commissioning and release

2. How the programme will work

2.1. Key elements

Key point: There are 5 key elements that work together in e4. Some of them are more centralised; others are matters between you and your mentor; others rely on your own initiative and persistence. The effectiveness of e4 depends on all of these working together properly!

- Mentoring – the discipling relationship between you and your mentor
- Ministry – opportunities to grow and be developed in practical ministry
- Teaching – through webinars and residential weekends
- Assignments – a variety of assignments designed to be tailored to you in consultation with your mentor
- Theological development – encouragement to engage in theological education as part of your time on e4

Most of this is designed to be tailored to your own developmental needs – more on this in the section below on assignments.

2.2. Terms

As with any community of people engaged in a common task, we have our own jargon! Words have different meanings in different communities. This is what *we* (the Salt & Light family and e4) mean when we use certain words...

Specific e4 terms

- **EAT** European Apostolic Team – the team of leaders bringing overall apostolic leadership to the Salt & Light family of churches in Europe.
- **The sponsor** is the member of the European Apostolic Team who is supporting the person's application to join e4. The sponsor provides overall oversight to the person's training and in many cases will individually mentor the person too.
- **The mentor** is the primary discipler/pastor/mentor and is responsible for the one-to-one work with the person. In this, they will work with the sponsor and the group leader, as necessary.
- **Webinar** is a made-up word (probably Americanism!) meaning a 'seminar on the web'. Using only an Internet Browser, you will see and hear the presenter, follow PowerPoint slides and video clips and be able to interact using a chat system (a bit like MSN or IM, for those of you that use them). As far as possible, we want the webinar experience to feel like a seminar, rather than simply watching a DVD.
- **The group leader** facilitates the discussion group that takes place immediately after each webinar. This person is usually (but not always) the mentor.
- **Module** A group of webinars or teaching sessions, with associated assignments.

Salt & Light terms

- **Mission** “Doing God’s work in the world” Mission is not just ‘overseas’, but also in your town and nation.
- **Apostolic** Has a narrower and a broader meaning, biblically. An apostle is one who is sent out with a particular calling and mission, including ‘building’ and ‘fathering’ churches. We also talk more broadly about apostolic churches, meaning the type of church we want to become – with a spirit of training and sending like the New Testament church.
- **Apostolic team (or Ephesians 4 team)** Leaders who work, in a team led by an apostle, to support and plant churches. See Ephesians 4.11. An apostolic team is not a team of apostles, but a team led by an apostle!
- **Apostolic base (or apostolic centre)** The home church or group of churches that an apostolic team work out of.
- **Ministry or ministries** Usually used of a leader (or leaders), e.g. “Ephesians 4 ministries” also means “members of an apostolic team”.
- **KBCTC** King’s Bible College and Training Centre, our Salt & Light Bible college based in Oxford, UK. www.kbctc.org

3. Mentoring

3.1. Background

Key point: For many years one of the core values of our family of churches has been a commitment to 'personal pastoring' (also known as discipleship or mentoring). This value is the basis of mentoring on e4.

Personal pastoring means

- a commitment to everyone in the church having a 'personal pastor' – not just general care from the 'The Pastor' or 'the elders', but a designated person who is committed to them and their growth
- sharing life and ministry – through an ongoing lifestyle of friendship and fathering
- relationships in which God joins us to another person for care, accountability, discipleship

Personal pastoring includes

- character and family life
- personal spirituality and endurance
- ministry and gifting
- thinking biblically and theologically

Furthermore, we believe that every pastor (church leader) needs a pastor (often the apostolic link) and that every church needs as apostolic team connection.

Recommended reading

- Key resource: paper on discipleship and pastoring (available from the participant resource section on www.saltlight.org/e4)
- *Discipleship*, Stanley Mehta, Salt & Light Publishing (available from www.saltlight.org/shop)
- *Fatherhood*, Steve Thomas, Salt & Light Publishing (available from www.saltlight.org/shop)
- *Training and Releasing Leaders*, Dave Richards, Salt & Light Publishing (available from www.saltlight.org/shop)

3.2. How to get the best out of a discipleship relationship – as a disciple

You will get the best out of any discipleship relationship if you adopt a certain posture (adapted from *Discipleship* by Stanley Mehta, chapter 2)

- Be a follower – don't be defensive, proud or independent.
- Be a learner – deal with egalitarianism, self-opinionation and any inability to receive discipline and correction.
- Be an adherent – stick with your mentor, even if you don't agree with them!
- Be a hearer – deal with your own prejudices, preconceptions, assumption and counter-proposals.
- Be a servant – faithful, willing to have a go, humble, single-minded.
- Be an imitator
- Be a doer

3.3. How to get the best out of a discipleship relationship – as a discipler

Set an atmosphere of 'fatherhood', discipline and accountability

In the mentoring relationship we want to set a tone that reflects God's dealing with us. This is not harsh, nor is it overly 'soft', but rather it reflects God's *fatherhood*. The following statements are taken from Steve Thomas' book, *Fatherhood*:

- A father sets a tone of stability and dependability
- A father is compassionate
- A father will carry his children when necessary
- A father is not afraid to confront
- A father looks for respect more than popularity
- A father feeds his children the wisdom and Word of God

In this context, appropriate *discipline* and *accountability* is vital:

- *Discipline and accountability enables God to challenge and deal with issues*
As Mentor must be committed not to 'back off' too readily, as in most cases this undermines what God is trying to achieve in the situation! Ask: is God is challenging something that needs to change?
- *Discipline and accountability models the real-life challenges of leadership*
If God calls you to leadership, in or out of the church, that call is a lifestyle calling, necessitating that personal preferences and conveniences often be laid aside. Our experience from previous leadership development programme is that God uses the practical challenges of the course itself to 'offend' and challenge areas within each of us, concerning our priorities, core values and comfort zones.
- *Discipline and accountability engenders endurance*
2 Timothy 2 compares the spiritual life to preparing for a sports competition or a battle. Endurance and perseverance are essential in the would-be Ephesians 4 leaders, and fatherly mentoring sets this sort of atmosphere.
- *Discipline and accountability enables to course to be fully effective*
The participant who adopts (and is allowed to adopt) a take-it-or-leave-it approach to the course, will not really benefit properly from the opportunity it is offering. Flexibility and grace yes; but with a context of fatherly discipline and accountability.

3.4. Mentoring on e4

In most cases, your e4 mentor is your 'regular' personal pastor, and we trust that e4 will simply develop and reinforce that existing relationship. In some cases your e4 mentor is a new relationship, and we trust that it may grow and continue as an ongoing personal discipleship relationship.

Key point: In simple terms, e4 is designed to work alongside apostolic discipleship relationships, bringing structured teaching, definition to mentoring and increased opportunities. However, the effectiveness and authenticity of your discipleship relationship is the most important aspect of e4. Without it, everything else will not be effective.

The e4 mentor is responsible for

- undertaking a start of course questionnaire (available from www.saltlight.org/e4), one-to-one with each participant or participating couple, to help them assess (for example)
 - what they want to get out of e4
 - what types of assignments they should do
 - what practical ministry training they need
 - what areas of theological education need attention
- leading group discussion (sometimes delegated)
- personal follow up/discussion after webinars and weekends
- assignment setting and review
- arranging ministry opportunities and feedback

How does the mentor relate to other e4 roles?

See also section 2.2 for definitions of mentor, sponsor and group leader. Usually (but not always) the mentor is also the group leader.

	Invites participants	Mentors and disciples	'Opens doors' for ministry development	Coordinates training, assignments and development opportunities	Leads mentor group meetings after webinars
Sponsor	✓	(✓)	✓		
Group leader		(✓)	✓		✓
Mentor		✓	✓	✓	

Who are the mentors?

e4 mentors are

- invited by the e4 team on behalf of the European Apostolic Team
- an recognised and active Ephesians 4 leader (sometimes, they are an Ephesians 4 leader-in-training)
- they carry a generalist perspective – training people to function in apostolic team – not just focused on their own gift
- a proven discipler – 'a reproducer'
- with an existing relational and geographical connection person being mentored
- have faith in the mentor for the person they're mentoring (of course, the person also needs to trust their mentor!)

More information on e4 mentoring will be made available during the course on the mentors' section on the e4 website.

4. Ministry development and feedback

Key point: Many of you, as e4 participants, will already be functioning in church ministry, either leading a congregation, a ministry, or a church-plant. But how much feedback and training are you getting?

A key part of the role of e4 mentor (and your EAT sponsor) is to make opportunities available, but you also have a role (as the participant) to 'press in' and talk to your mentor about possible training opportunities.

As ministry opportunities are considered, please bear in the mind the following:

- **Real people!** Handling real life situations with real churches, real people and real conflicts – not just theory! All leadership relates to people and grows through pastoral experience.
- **Speaking!** Every member of an Ephesians 4 team needs to be able to speak publicly, communicating with faith, vision and clarity. Opportunities for speaking, with adequate time for preparation, pre-speaking coaching, and post-speaking feedback are invaluable. And, many of us may have learnt the principle of biblical interpretation ('exegesis and hermeneutics'), but how often do we take the time to put these tools into practice?
- **Equipping** An emphasis on training 'Timothys' to do Ephesians 4 work and ministry, equipping and supporting other leaders, on behalf of 'Paul'. Ephesians 4 leaders are leaders that can equip others, not just good ministries themselves.

4.1. Guidelines for feedback and 'incident' processing

Learn from your mistakes!

We are seeking to foster a 'have a go' atmosphere where, inevitably, mistakes will be made!

"The person who never made a mistake never made anything." (Author unknown)

The following guidelines should help you both to receive comment and to assess yourself more effectively:

- **Avoid extremes.** Don't veer off into pride, or over-harsh self-criticism.
- **Try the positive–negative–positive approach.** i.e. good things first, then some bad things, then something good and positive to end on. This has a balancing effect, and leaves you in a sufficiently good frame of mind at the end to want to go away and improve a few things.
- **Distinguish between condemnation and conviction!** When the Holy Spirit convicts he always shows you how to put things right. When the Devil condemns he offers no way out – he merely nags away at you night and day, offering no hope or way through.
- **Ask another!** God has put ministries in the body of Christ to help you and to equip you. Do draw help from them by sharing through what you do on the course. You will gain a better perspective from this, and be able to tap into the accumulated experience and wisdom of that person.

Major 'incidents'

A so-called 'major incident' is any event that has a significant impact on your life. It could be a success, a challenge, a failure, a rebuke, a call of God or a revelation from the scriptures, etc. With suitable reflection and change, God can often use such occasions to great effect in our lives.

We would like you to reflect on such occasions, to see what you can learn from them. Please review the facts and record your reflections in a diary format. The following guidelines may be helpful.

- **Review (exploration)** – Review the **facts**, including relevant detail. What happened? What did you do, say or think? Who else was present? What input did you receive from others there, if any, and that may be of relevance?
- **Reflect (develop a new understanding)** – What are your reflections after the incident? What is God showing you? What input have you received from your Mentor or others?
- **Respond (action planning)** – What are you going to do to respond appropriately? How can this incident be of benefit to you in the future? What goals are you going to set?
- **Revisit** - A few months later... any further reflections, with the benefit of hindsight? Has your action plan worked? Has the situation/incident recurred – a sure sign that God is still 'on your case'?

5. Teaching

This section deals with teaching *content* and *educational* processes. For *technical* details about how to join the webinar works, please read the e4 webinar technical handbook, available at www.saltlight.org/e4

5.1. Curriculum

For an overview of the teaching curriculum please visit the website at www.saltlight.org/e4

We are designing the curriculum around the following definition of the role of the Ephesians 4 team:

- Extension and mission
- Laying foundations
- Leadership training and appointment
- Problem solving
- Promoting unity
- Imparting the supernatural

5.2. Dates

For a list of current e4 dates (webinars and weekends) please visit the website.

Please note that webinars run 1900-2000 British time, and are intended to be followed by a 1 hour group meeting/discussion.

	e4 participating nations	Time difference	Webinar times
Western Europe Time (WET)	UK	0	19.00-20.00
Central Europe Time (CET)	Belgium, Denmark, France, Norway, Poland, Spain, Sweden, Switzerland	+1	20.00-21.00
Eastern Europe Time (EET)	Finland, Ukraine	+2	21.00-22.00

What about summer/winter changes? EU member states are all required to change to/from summertime on the same day, the last Sunday of October (to wintertime) and the last Sunday in March (to summertime). **Please note that the first 2007/8 webinar on 28 October 2007 is the first day of 'wintertime'!**

5.3. Webinars

Modules

The teaching content of e4 is being structured into 'modules', to bring course cohesion, to aid planning and to enable longer-term assignments to be set.

- Each module will deal with a particular theme or themes that will be dealt with over a weekend, or over the next 2-4 webinars.
- At the time of writing we plan 5 webinar teaching modules:
 - leadership and authority
 - the apostolic team in mission
 - the apostolic team training and releasing others
 - the mission of the church
 - the apostolic team ministries

- In addition, there are 3 weekend modules, covering a range of topics that are best handled in a 'real' meeting context.
- We will aim to make the module overview available online before the start of the module. You will be notified by email that it is available from the website. It will include
 - a list of recommended assignments and further optional assignments
 - a summary of the module content
 - any recommended pre-module reading
- Having reviewed this document, you should arrange to talk with your mentor and agree together
 - What preliminary reading that would help you prepare for the module
 - Which assignments you will do and when your mentor wants them done by (see also notes on assignments, section 6)

Webinars

Key fact: A 'webinar' is a 'seminar on the web'. Using an Internet Browser you will see and hear the presenter, follow PowerPoint slides and video clips and be able to interact using a chat system (a bit like MSN or IM). Webinars will contain blocks of teaching (10-20 minutes), interspersed with other elements (video interviews, question and answer sessions, etc.) As far as possible, we want the webinar experience to feel like a seminar, rather than simply watching a DVD.

Before each webinar:

- We will notify you by email, with a reminder of the webinar details.
- Any questions you wish to submit should be emailed to e4questions@saltlight.org (see below for submitting questions *during* the webinar).
- A few days before the webinar we will also send a reminder to group leaders with a web-link to download and print notes.
- You should also make the necessary arrangements to join the webinar:
 - Ideally, you should meet together to participate in your regional group. Individual participants are also accepted on e4, where there is no group nearby.
 - If you expect to be away (e.g. on business) we have a limited number of 'webinar seats' available for occasional use. Please liaise with us at least 7 days before the webinar (e4@saltlight.org)
 - You will need broadband internet access, a computer and (ideally, for a group) a video projector. (For *technical* details about how to join the webinar, please read the e4 webinar handbook, available at www.saltlight.org/e4)
 - Before joining the first webinar or joining a webinar with a new computer, you must make sure computer is setup properly. Information about this is available from our website.
 - You will also need to print out copies of the session handouts (see above)

Submitting questions:

- You can submit questions before or during the webinar (see below).
 - As with any seminar/webinar, we will not be able to answer all questions, and will select (and may edit) some common questions to answer live during the webinar.
 - However, we will try to offer brief written answers to *all* questions within a few days. Answers will be posted on our website.
 - If we consider questions to be 'personal' we will pass them to your mentor to discuss with you.
- Immediately after webinar (ideally) a group discussion (by telephone conference if necessary)

What happens after the webinar?

- If you are meeting with your local group you will normally continue to meet (for an hour or so) after the webinar ends, to allow local discussion and application. (Some groups will meet by telephone conference or Skype. If you need advice or suggestions on cost-effective conferencing options, please visit our website.)
- You should talk through personal questions or issues arising with your mentor, as part of the group discussion and one-to-one, to consider personal challenges.
- There is also a moderated discussion area on the e4 website that will allow you to talk with other participants and continue to ask questions.
- You work on any assignments that you have agreed with your mentor.

Summary of e4 documents

All the documents below are available online at www.saltlight.org/e4

Course	Module	Session/Webinar
Curriculum overview	Module overview, including	Notes (before session)
e4 Handbook	learning objectives, assignments	Webinar recording (complete webinar,
Technical 'how to' guides	and book list (before module)	video only and audio only)
Supplementary papers	Supplementary papers	PowerPoint (after session)
		Questions and answers (after webinar)
		Supplementary papers

Development of modules

We are developing the content in modules, to enable us to plan in an orderly way, ensuring that the different sessions properly link together and cohesively with the various assignments.

We are aiming to finalise aims/headlines 3 months before the start of each module and that speakers will have determined the outline of their sessions 2 months beforehand. This will give us time to:

- consult with mentors about proposed content
- prepare webinar materials, e.g. PowerPoint, video clips, other materials
- prepare and edit supporting papers/resources (webinars do not easily allow for extended teaching, so we will produce supporting theological papers to ensure that our learning is robust)

5.4. Weekends

Obviously, weekends are different from webinars. They are more extended and face-to-face. They are more appropriate for different types of teaching, interaction and encounter.

Our expectations for weekends are that they provide

- opportunity for different styles of communication: preaching, teaching, more extended
- a context for face-to-face relational interaction
- encounter, supernatural impartation and ministry
- cohesion to the overall programme

In general...

- Please make the weekends a priority! They will add significantly to the effectiveness of the programme.
- Costs of the weekends are included in the overall costs of the programme (but, with your UK link or mentor, you are responsible for your travel to the conference centre UK)
- We will provide some childcare for children up to 24 months only, but parents may also need to help during the weekend. Where possible, please do not bring children!

Specific details of e4 weekends and their objectives will be published online.

6. Assignments

6.1. Assignment selection

For each module:

- We make a number of suggestions of different types
 - Practical/ministry assignments – e.g. “visit a church and help them review their missional activity”
 - Reading assignments – e.g. “read 2 books on leadership and make notes (maximum 500 words) on the key things you learn”
 - Writing assignments – e.g. “write a short theological paper on how apostolic and local leaders should interact”
- You then need to agree with your mentor what you will do.
 - *Which* assignments (either from the list, or others your mentor may wish to set) and *what* timeframe you agree together.
 - To help you in this, assignments will be listed as either
 - **Recommended assignments** – to be completed unless your mentor specifically releases you not to!
 - **Optional assignments** – suggestions that your mentor may feel would help you in your personal development. Or, your mentor may suggest other assignments.
 - We want you to be stretched and developed academically, theologically and spiritually – but not over-stretched!
 - Your mentor can assess previous study/training/experience/ability and decide where you need to focus your efforts
 - How much work will you need to do? This depends on what you and your mentor agree. However, we would suggest a minimum of 4 hours a month additional reading, writing, preparation and other assignments to enable you to get the best out of e4.

6.2. English as a second language

This first e4 programme is an English language version. After this (first) version we plan to work with national leadership to run versions in their own languages.

However, we are aware that for many participants English is not your first language and want to reassure you!

- Where we recommend books, we will recommend books in English (often UK or USA in origin). With your mentor you are free to substitute these for books in your first language. (However, we know that for some of the topics we want to cover, e.g. apostolic ministry, not many books are available. In these cases you may have to read an English book!)
- Unless you want to write in English we suggest that assignments should be written and submitted in your first language to your mentor. (If you have a mentor who does not speak your language, then you will have to come to some agreement together!)

7. Theological development

Whilst broad theological study *per se* is not part of e4 we do want to encourage leaders to be growing in their theological understanding, and not just in areas relating to practical ministry.

Every member of an Ephesians 4 team needs to be able to speak publicly, communicating with faith, vision and clarity. And whilst not every Ephesians 4 leader is designed to be a preacher-teacher, the Bible suggests that all leaders should be 'able to teach' (1 Timothy 3.2). Clearly, every Ephesians 4 leader needs to be able to stand in front of people and communicate with a degree of Biblical authenticity.

The teaching we give, on matters relating to the ministry of the apostolic team, will be well-grounded theologically and biblically. Assignments will give you further opportunity to read and research.

Over-and-above this, we want to encourage your theological development:

- As part of the provocation of e4, we recommend that you consider a long-term plan to reinforce your theological education.
- At beginning of e4, we will ask your mentor to review your previous theological study and education.
- To help you review this, available on the website is a list of suggested topics that we suggest the mature Ephesians 4 team member should be competent to speak on.
- We recommend that, as appropriate, you and your mentor agree a list of study goals, to be undertaken to an agreed schedule during the 2 years of e4.

8. Further information

The website

On the website (www.saltlight.org/e4) you will find information and handbooks on the following topics:

- The e4 website – how to use it, including the discussion area and the event booking system
- The webinar system: Getting ready for the first webinar, technical preparations, signing in and testing and reviewing webinar material after the webinar
- Tele-conferencing options

Who do I talk to for more help?

Please talk to your mentor, group leader or sponsor about

- Deciding which assignments you should do
- Personal matters raised during the course
- About arrangements for participating in webinar groups
- About help with funding or travel

Please talk to the e4 office (e4@saltlight.org) about

- Technical problems with the website, booking system or webinars (*however*, please read the various documents available on the website first – they deal with most questions)
- Questions that your mentor, group leader and sponsor cannot answer!

Who is leading e4?

e4 is an initiative of the Salt & Light Ministries European Apostolic Team. It is led on their behalf by Steve Thomas, Dave Richards and Andy O'Connell.



Steve Thomas
Team Leader, EAT



Dave Richards
EAT



Andy O'Connell
Team Administrator, EAT



Salt & Light Ministries (Europe)
A family of churches together on mission
www.saltlight.org/europe
A UK registered charity