

**E<sup>3</sup>**  
Empowered  
Effective  
Entrepreneurial

## The E<sup>3</sup>-Church:

Empowered, Effective and  
Entrepreneurial Leadership  
That Will Keep Your Church Alive

By J. Val Hastings, MCC

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# INTRODUCTION: MYTHS AND MIND SHIFTS

If you're reading this book, you're finally ready to explode the myths that have been keeping you and your church stuck and at risk of closing your doors forever.

These are dramatic words – exploding, closing forever – and I meant them to be. Because as long as you hang on to your myths, beliefs and unquestioned assumptions, you're keeping everything just the way it is.

Maybe, you're thinking, that's exactly what you want! After all, isn't there enough change going on in the world? Shouldn't the church be the one place people can come, week after week, and find the comforting sameness they've come to rely on?

That's what a lot of pastors and other church leaders have been telling themselves. And one by one, they've had to close their doors due to dwindling membership and financial constraints.

So while on the one hand, this book is designed to open up your eyes to problems you haven't been willing to see or acknowledge, on the other hand I want you to stop looking at problems altogether.

## **YOU'VE BEEN FOCUSED ON THE PROBLEM FOR TOO LONG**

Three construction workers building a church were asked what they were doing:

- The first one answered, "I'm laying bricks."
- The second one said, "I'm making \$20/hour."
- And the last one said, "I'm building a cathedral that will honor God."

Do you see how those different perspectives would have a very big impact on the quality of their work experience and the fulfillment they achieved from their work?

## **YOU SEE WHAT YOU ARE LOOKING FOR**

If you continually define yourself by the challenges you're facing, that will be all you can see. You will base your decisions and your actions on that "broken" model.

## **JOIN ME IN A VISION**

What I want for you is to define yourself by where you are going, what you are capable of—everything you envision for your church and your people.

Stop seeing yourself, your church and your people as broken. Start seeing them as pools of greatness just waiting to be tapped. Then that is all you will see. That is what you will find.

## **FROM THE SCRIPTURES**

I'll be drawing on biblical sources throughout this book, to illustrate my points and to keep our work founded on Scripture.

In Genesis in the Old Testament, God created the world and said, "This is good." It was after He created humanity and other living things that He said, "This is very good." The focus is on the greatness within humanity.

And in John 10:10b, when Jesus says, "I have come that you might have life and have it in all of its fullness," the focus is on fullness versus emptiness.

## **CREATE A NEW CULTURE**

Did you know that by the age of eight, most thoughts that children have about themselves are already negative?

Your church is made up of people who already speak to themselves with judgment and disapproval, so create an environment for them of acceptance and safety. When people feel safe and accepted, they are more likely to be curious and explore new things.

## **MAKING A SHIFT**

Do you remember the character George Costanza from the Seinfeld TV show? In one episode he did the opposite of his initial instincts, and everything turned out differently – for the better!

It's time to look at your church and your situation from a new perspective – to see and do things completely different from before.

In order for you to create an E3-Church, you'll need to make a shift. In fact, you'll need to make 6 shifts.

Each mind shift will help you be the kind of church leader who can:

- Create a culture of people who are empowered, active and effective participants in the process of change
- Achieve a new level of personal fulfillment and professional success
- Keep your church open during these challenging times, to survive and actually thrive

Are those things that you want? Welcome, you're in the right place – let's get started!

## SHIFT #1: FROM DIAGNOSING TO DEVELOPING

*You've been preoccupied with what's broken in your church and how you should fix it. What if you could see that your faith community is good and whole and resourceful as it is? What if your role was to move them from good to great, tapping into the greatness that is already there?*

Right now, you're in "fix it" mode. Since you arrived at your church as their new pastor, you have been diagnosing problems and implementing changes. With little to no knowledge of the new ministry context that you are working in, you just run around on adrenaline doing what you've always done – fixing things.

The organization is trudging along at status quo, and you do your part by filling the same positions with the same types of people. Any changes that are made are a vain attempt to adopt a cookie cutter approach of some other church that seems to be one step ahead of you on the treadmill. Meanwhile, there is no written mission and vision statement, and no one can articulate the core values of your organization.

From the pulpit, many clergy are perpetuating the mindset that they have all the answers about what their congregants should do, and they tell them so at every opportunity. There is no attention on what happens beyond the altar call – what happens after conversion? How do you help individuals develop their involvement as church members?

Meanwhile, all you hear are experts predicting that six out of ten churches will close their doors over the next 10 years. You didn't need the experts to tell you this. Actually, you wonder if your church's doors will close even sooner. You are already seeing the end of full-time professional ministry as you've come to know it, and the rise of part-time and bi-vocational pastors who enter this role as a second or even third career.

You cannot see past these challenges to a bigger vision for yourself and your church. You're trapped in "scarcity" thinking – focused on what's missing, comparing what others have with what you don't, and quickly losing faith that you are going to be able to turn this around.

Just like in the miracle of the feeding of the 5,000, the answers will not come when you are focused on the problem ("these loaves will never be enough to feed all of these people"). The answers come when you focus on your faith on what's possible (Jesus took action and started passing around the few loaves, and there was enough). And in another example, Peter was not the ideal candidate for becoming one of the twelve disciples, but God saw his potential for greatness.

## **What's the shift?**

In medical terms, you could say you need to shift from a traditional medical model of addressing symptoms and fixing problems to a holistic medical model of building a foundation of good health and working with the body's own innate healing mechanisms.

In religious terms, you must move from a Friday focus (the death of Jesus) to a Sunday focus (as I have heard my colleague Tony Campolo say many times, "It may be Friday now, but Sunday's a-comin'!"). Instead of striving to erase the sinfulness of humanity, let's celebrate and concentrate on the greatness of God.

In sports terms, you might say it's a shift from being a cheerleader, who congratulates and encourages regardless of the fumbles or foibles happening on the field, to a coach. A coach offers plenty of encouragement, but also holds up a mirror to what's really going on, helping each player improve to their next level of potential.

Instead of a shepherd caring for a flock, as pastor you're the leader of a team!

The energy that you use to fuel and lead your church shifts from adrenaline to passion. Adrenaline provides a rush of energy, focus and desperation to try something new, all because of the imminent danger that your church is perishing! Passion, on the other hand, is a healthy high stemming from an investment in things that are near and dear to you. Adrenaline has a high cost and isn't sustainable. Passion has many benefits, including sustainability.

Yes, the challenges abound. And yes, the speed of change is accelerating. And beyond all the challenges is the larger vision and calling of each pastor and every church.

## **What could things be like once you make this shift?**

There is a natural flow and movement to things; at times it's effortless. As pastor, you direct and guide this flow rather than pushing uphill to get things going. There is a global sense that the church is fulfilling its destiny, and everything is unfolding precisely as it should.

Passion, not adrenaline, characterizes your leadership. High levels of passion exist throughout the church, and this passion is acknowledged and encouraged.

Individuals are allowed and encouraged to develop and grow to their potential. In return, they are more motivated to step up and offer their help long before you ask, insist, tell or lay on any

guilt. No one shirks away from playing this BIGGER game; everyone is on board with the vision of your church.

When people asked Michelangelo how he could carve such a magnificent statue from a block of marble, he replied that David was already in the marble; all he had to do was chip away and discover him. Your church family is waiting for you to discover them. They are whole; they are capable; they are already great.

## Questions for reflection

1. Where are you along the continuum from diagnosing to developing?
2. Create two lists answering the questions, "What's wrong with my church?" and "What's right about my church?" Which list was easier to write? Which list is longest?
3. If you believed there was nothing to fix in your church, how would you spend your time?
4. Who do you know that regularly taps into the greatness of others?
5. What is appealing about trying to fix things? What do you think you get out of it?
6. How could you make better use of the strengths of your church? What would the outcome be? Who would be served?
7. How different would today be if you could miraculously stop trying to fix everything and everyone? What if you woke up this morning with the gift of seeing greatness, strength and possibility all around you?
8. What do you get out of being fueled by adrenalin? What are steps you could take to switch your fuel source from adrenalin to passion?
9. Identify your passions. When you're lost in thought, what do you think about? What dream have you long since given up on?
10. What kind of leader would you be if you were driven by passion?



## SHIFT #2: FROM DOING TO EMPOWERING

*Don't worry! Even when you stop doing everything yourself, you will still have a role, which is to be the leader. People want to be developed and deployed instead of you doing it for them. Otherwise, they never get to flex their muscles. Ideally, the bulk of what happens in your church will be the whole group's responsibility.*

Right now, you're not just the pastor; you're wearing 40-60 hats and you have multiple duties and responsibilities (both spoken and unspoken). Virtually nothing happens in this church without your knowledge and permission.

Too often the pastor's role is viewed as the "sage on the stage." When you become the "sage on the stage," you actively disempower people by telling, insisting and consulting about what they should do (or "shoulding" on them). It's a continual rerun of "Father Knows Best."

Furthermore, what little personal life you may have always takes a backseat to the church. I read in one survey that 90% of respondents felt that ministry has had a negative effect on their personal and family life.

Just like Jethro told Moses in the Old Testament, if you keep trying to do everything yourself, you will burn out. And in another example, when David was entering into battle with Goliath, Saul gave him his armor along with instructions on how to do battle. Initially, David put on Saul's armor but it was too big for him. David discovered that what worked for Saul would not automatically work for him. David took off the armor and used his slingshot to do things his own way (and things turned out pretty well for him).

### **What's the shift?**

In sports terms, you're shifting from playing every position on the field to putting 100% into playing your own position. And that makes room for everyone else to take the field as invaluable members of the team.

You shift from doing it all to delegating, simplifying and eliminating. You stop feeding your need to be needed, and start feeding others' needs to contribute and develop.

This shift happens when you turn your attention from the little picture of specific tasks to the bigger picture of your role as pastor and leader. Identify the key areas that are your responsibility to focus on so that you can spend the bulk of your time and energy in these areas only. Instead of constantly reacting to what feels urgent, choose to take action on what is truly important.



## **What could things be like once you make this shift?**

As pastor, you're no longer the show that everyone comes to watch. Now you're manning the spotlight, shining the light on others while they perform at their best. As a result, there is greater ownership and buy-in from the whole church community.

Instead of watching slideshows of events that have already passed and analyzing, blaming or agonizing, you're going through guidebooks and maps in eager anticipation of where you're going next.

You notice that your overall health and well-being are greatly improved, including your personal life and relationships. And while before you couldn't imagine staying at this church for longer than three or four years, now you feel committed for the long term.

### **Questions for reflection**

1. Where are you along the continuum from doing to empowering?
2. What are your beliefs about the role of pastor? In what ways are these beliefs empowering or disempowering others in your church?
3. What unique skills, gifts and experiences do you, as pastor, bring to your church?
4. What other roles (or positions) are you playing on the team?
5. Which of your roles could someone else be doing, and probably better than you?
6. What's appealing about taking on so many roles? What have you been getting out of that?
7. What's the story you've been telling yourself about why you need to do so much?
8. What's the worst thing that could happen if you did less?
9. What's the BIGGER game that you and your church are missing out on because you're playing other people's roles?
10. Who do you need to become in order to make this shift?

## SHIFT #3: FROM TELLING TO EXPLORING

*There is a high level of interest in spirituality in North America while church membership and attendance (your church included) are at a record low. Pastors are dispensing information that the spiritually curious have no interest in. They lecture about what people should do instead of inviting people into a deeper place of exploration, instead of listening with an open mind and open heart.*

Right now, most church cultures are filled with arbitrary rules and regulations, and everyone must learn and abide by them. There is no thought, consideration or explanation of the rationale behind the rules, and no room for independent thought or intuition. The large numbers of spiritually curious don't want to be told what to believe, they want to experience the depth and breadth of God firsthand.

Just like Paul's words to the Ephesians that just like the saints, they too could comprehend the width and length and depth and height of God's love, your people are meant to understand God, religion and spirituality on a personal level. Jesus entered into a conversation with his disciples and invited them to expand their knowing of God. And as it says in Philippians 1:6, "He who began a good work in you will carry it on onto completion," and later in Philippians 3:13-14, "Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus." (NIV)

### **What's the shift?**

Your effectiveness no longer relies on dispensing spiritual absolutes; it is about being powerfully effective at exploring spirituality and directing the spiritually curious to an ongoing experience of God.

There is a significant shift from spirituality as religion to spirituality as relationship. God is more than a subject to be studied. God is one with whom we enter into a living, breathing and ongoing relationship with. Adherence to a code of conduct becomes less important than people responding to their actual daily experiences of God.

In this fast-paced rat race of a world, people are longing to discover who they are and who they can become. They want to be valued for who they are and nothing more. Today's spiritual leaders are uniquely positioned to help them make this shift, but we need to stop trying to make people more like us and start trying to discover who they are and how we can best help them.

But just how can we be most helpful to those with a budding spiritual curiosity? We must make

the shift from seeing spirituality as a destination ("I have arrived!") to seeing spirituality as a journey ("I wonder what God has in store for me next!"), from being certain in decision to courageous in discovery.

Yes, we have unshakable resolutions – and I am asking you to shake them up in service of welcoming this new breed of spiritual followers. Let's loosen our grip on how things have always been, and open ourselves to new possibilities.

### **What could things be like once you make this shift?**

God is felt as a real presence in your church, and spiritual life becomes a daily experience that has a freshness and unknowingness to it. You are living with the questions, without needing to have all of the answers.

Your spiritual leadership is expressed within a relationship with each individual in your care. Life is a spiritual adventure for all, with the bulk of your energy focused on exploring the fullness of God.

Life is a constant flow of movement and activity. Every day brings an opportunity to discover new ways to develop as Christians. Your church has become a spiritual Cape Canaveral, launching people out into the larger community for spiritual conversation and practical help.

"For the word of God is living and active." (Hebrews 4:12, NIV)

### **Questions for reflection**

1. Where are you along the continuum from telling to exploring?
2. When is God most real for you?
3. Review three top-selling books about spirituality. What are the top themes being explored in these books? How might you address these themes in your own church?
4. If you were to view spirituality as a journey, what exciting adventure might be just around the bend?
5. Which part of this journey are you secretly hoping to bypass all together?
6. What's hardest to accept about spirituality as a journey?
7. What's hardest to let go of about spirituality as a religion?
8. What stops you from experiencing God on a regular basis?
9. What religious practices and convictions do you hold that are blocking you from seeing the spiritual truths God may be trying to show you?
10. How do you put up a barrier to having true, open conversations with your congregants?

## SHIFT #4: FROM MINDLESSNESS TO MINDFULNESS

*Have you fallen asleep at the pulpit? Are you reciting by rote? Are you practicing mindless ministry instead of mindful ministry?*

Right now, many of you are just going through the motions, carrying out procedures and practices because "this is the way we've always done things around here." You may be observing traditions simply for tradition's sake, with no thought of whether the tradition still fits. Sunday morning has become a set routine: sit, stand, sing, praise, pray, pay and go home. Too many of today's spiritual leaders, are on autopilot, and it's just plain boring to visitors and mainstays alike.

When Saul awakened to God's truth, he was so shaken from his old traditions that he changed his name to Paul so he could carry out his new mission to preach Christ. Like blind Bartimaeus who called for and received the gift of sight, your church needs to awaken and see things anew. As Ezekiel's vision of the dry bones revealed empty spirituality, a life of to-dos is dry and lifeless. What adds life to these dry bones is being fully in the moment.

### **What's the shift?**

The shift from mindlessness to mindfulness means that instead of mechanical thinking and routine actions, the mind is present in each moment, stimulating curiosity and awareness. It's a shift from automatically doing things the way we did them last time to observing how God has invited us to do it this time.

It also means looking at our interactions differently. Right now, churches are filled with transactional interactions. These are about form and structure, a polite exchange of words that doesn't really mean anything. Practical, pat suggestions only address what's on the surface and will only bring about superficial changes, such as simply showing up at church every week.

The shift is towards transformational interactions, which are about really connecting with the other person and discovering their values, visions and needs. It's about asking profound questions and listening deeply, with the intention to go deep, far below the surface. Transformational interactions bring about internal changes that shift and permeate the person's entire being, such as awakening to a new level of spiritual connection.

### **What could things be like once you make this shift?**

New life is breathed into old traditions, blending them with the current reality. As a group, you brainstorm the ways that God may want you to show up for this situation in this moment. You're

not the commander anymore, giving orders about how things should be (usually because that's how someone else is doing it). You're more like a mid-wife, helping the congregation give birth to how God wants things to be.

Your program offerings expand to include things like life skills groups, and health support groups for physical, mental and emotional health. There are rich, compelling discussions going on that draw people to mix with other kinds of thinkers.

People feel less judgment or "shoulds." The environment feels positive and safe enough for them to open themselves up and go deeper, allowing you to have powerful and life-changing conversations on a regular basis. People express a deeper appreciation for each moment in time.

Your church is becoming more like the early church we read about in the book of Acts, where people gathered regularly and knew each other so well that as soon as a person had a need, the community knew and responded.

## **Questions for reflection**

1. Where are you along the continuum from mindlessness to mindfulness?
2. When does mindlessness show up for you?
3. If you were infused with a fresh dose of curiosity, what would be different?
4. What do you notice about the moments when you are most curious about what God is up to?
5. On a scale of 1 to 10, how would you rate the mindfulness of your church?
6. What are the biggest obstacles to mindfulness for you? For your faith community?
7. Who do you know that models mindfulness?
8. What's your current "bait" to fish for men and women for Christ? What other types of bait haven't you tried?
9. Recall several life-changing conversations and relationships throughout your life. What are the common themes and threads in these transformational interactions? How can you further incorporate these common themes and threads into your daily life?
10. What would life at your church look like if transformational interactions were the norm?

## SHIFT #5: FROM EXCELLENCE TO EFFECTIVENESS

*We tend to define completion as everything leading up to, but not including, getting the results we want. Primarily this is because we are clueless as to what the bull's eye looks like. Instead of Ready-Aim-Fire, we're practicing Ready-FIRE-Aim.*

Right now, the average church has teams of people who are operating individually. I'll do my thing over here to the best of my ability. And you do your thing over there to the best of your ability. And hopefully our actions will intersect and produce something really great.

Pastors are rewarded for mastery and excellence, rather than for producing results. It's a scholarly, academic, theological approach rather than a practical, "get 'er done" approach.

Ephesians reminds us that the role of the pastor is to equip the saints, not to write a dissertation. Similar to the religious people of Jesus' day, we sometimes entertain great debates and dissect truths with each other, all the while forgetting about the masses in desperate need.

### **What's the shift?**

It is the difference between teaching and training. While teaching is about presenting new information, training is about helping people use new information to accomplish something different.

The majority of today's pastors have been striving for excellence. This shift invites you to also consider the effectiveness of your work – the impact on your church and community. How is this being received? Is it producing the results you want? Are you empowering your congregation? Are people experiencing positive changes in their lives? To what degree?

It is about expressing excellence AND effectiveness. It's blending the theological and the practical. It is moving from studying what will work to actually practicing, risking and developing your skills on the front lines.

It's about identifying what you want (the results) and then discerning the most effective way to produce those results.

It's getting clear about your current reality. It's painting the picture of what you really, really want (the vision) and then building the bridge to connect the two sides, just like the vision of the Promised Land that gave the Israelites courage to step out into the wilderness.



## What could things be like once you make this shift?

ACTUAL PROGRESS WOULD HAPPEN! Plans, dreams and ideas would begin to come together.

A seasoned pastor once told me that the three most important things in leading a church are IMPLEMENTATION, IMPLEMENTATION and IMPLEMENTATION! Without implementation, we're merely sitting around having a spiritual conversation.

In addition to being a teacher and a trainer, you are now also a student, learning from others in your congregation by observing and assessing how your message is received. A by-product of this new level of effectiveness is success. More and more successes are occurring, resulting in forward movement.

While a focus on excellence limited the contributions of others, the new quest for effectiveness removes those limitations and widens the circle of contribution. Effectiveness breeds effectiveness—it has a contagious quality to it. While members may have previously disqualified themselves citing a lack of excellence on their part, EVERYONE can contribute towards effectiveness.

What has been tolerated in the local church in the name of excellence is no longer tolerated. Mediocrity or pass/fail leadership is unacceptable. The bar has been raised to include both excellence and effectiveness, and everyone benefits from this new stellar mode of leadership.

### Questions for reflection

1. Where are you along the continuum from excellence to effectiveness?
2. How have you gotten caught up in the quest for excellence and what has it cost you?
3. Identify several highly effective individuals. What is the source of their effectiveness?
4. What is your bull's eye? What does effectiveness look like for you?
5. Describe what it is like when you are "in the zone" and at the peak of effectiveness.
6. When does this happen for you? Give a few examples.
7. What would it take to be "in the zone" more frequently?
8. Identify a strategic outcome that you would like to see in the context of your ministry. How can you harness the level of effectiveness needed to achieve that outcome?
9. How can you redefine completion for a current initiative you are working on?
10. Who and what can support you in your pursuit of greater effectiveness?

## SHIFT #6: FROM PROFESSIONAL TO ENTREPRENEUR

*Churches don't need pastors to be managers who simply perpetuate the cult of the comfortable. They need entrepreneurs who are catalysts for change. You can see it in the dramatic increase in new church starts and the intentional and radical re-starts of dying churches.*

Let's face it, right now, we're "keepers of the aquarium," a defined eco-system that we manage and maintain. We pat ourselves on the back and say, "Well done!" because the eco-system is balanced and we've created this nice little world within the larger world.

### What's the shift?

We need to stop tending to our safe, predictable group of Christian followers and start fishing out in the dangerous open waters for new people who really need us. To make this shift, we really have to give up the role of professional and take on an entrepreneurial role.

While a professional uses specialized education or advanced training to routinely deliver the same specific service in a specific way, an entrepreneur creates and develops new services for each new situation and then sees if they succeed.

While a professional dutifully works through a problem-solving strategy in a linear fashion, an entrepreneur thrives on a fast pace and constant new challenges and ways to use his or her resources.

As an entrepreneurial pastor, you must:

- Have a strong inner drive and creative thinking skills
- Be equally comfortable with risk and failure
- Be willing to fly by the seat of your pants (in fact, you thrive on chaos!)
- Be able to serve as the catalyst of an attractive vision that persuades others to follow you.

Jesus speaks about this shift, saying that no one puts new wine into old wine skins. The old wine skins would burst and the new wine would be lost.

In his book ***Perfect Future***, author Stan Davis highlights this shift by writing, "In the industrial economy, our models have helped us to manage aftermath, the consequences of events that have already happened. In this new economy, however, we must learn to manage the before-math; that is, the consequences of events that have not yet occurred."

## **What could things be like once you make this shift?**

Our perspective of our well-defined eco system is widened to incorporate the larger oceans. Because we understand that God is always about new wine, we are routinely replacing the old wine skins and creating new ones.

## **Everything is a surprise in this brand new world. Surprise!**

As an entrepreneurial pastor you will spend a large portion of your time outside of the aquarium, building relationships, identifying needs and designing ways to respond to identified needs. An intentional shift away from the "bricks and mortar" of ministry is unfolding as less and less time, energy and resources are being funneled into buildings, benefit packages and maintenance.

The entrepreneurial church has a very flexible and fluid approach to ministry, as opposed to the structure, organization and management style of its predecessor. Life in the E3-Church is like whitewater rafting, never knowing exactly what is around the next bend, with the pastor guiding the church through each curve, adjusting and adapting quickly.

The E<sup>3</sup>-Church is also very intentional about its "bait" because they want to catch fish. Changing the bait or moving to a different location or time is a common strategy. Like the diehard fisherman who lives for fishing, it's all about the fish.

## **Questions for reflection**

1. Where are you along the continuum from professional to entrepreneur?
2. How do you typically respond to innovation, change and new ideas?
3. How does your church typically respond to innovation, change and new ideas?
4. What's the story (inner tape) that automatically starts to play when you face innovation, risk and a fast pace?
5. If you were to put on a pair of eyeglasses that allowed you to see things with an entrepreneurial spirit, how differently do the next 30 days look?
6. If you were to give yourself permission to be more entrepreneurial, what would that look like?
7. Describe a time when you got lost in excitement about a new idea and just ran with it.
8. What are the top three present-day needs in your local community that your church is uniquely equipped to address?
9. What are the old wine skins in your church?
10. What new wine is God creating in your church?

## Your Next Step

### Congratulations! You Are Dangerous.

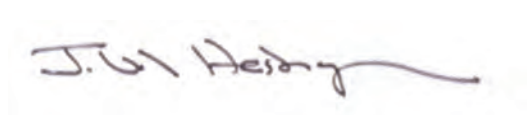
*Congratulations!* Reading this book is a solid first step in your development as an empowering, effective and entrepreneurial leader. This first step is something to be proud of and is a milestone to be acknowledged. I want to encourage you to put into daily practice the questions, skills and techniques you've just learned.

*You Are Dangerous.* Yes, you read that correctly. The danger is that pastors and church leaders will stop after reading this book.

I challenge you not to dabble this way, but to embrace the paradigm shifts highlighted in this book. Please go ahead right now and take the next step to book a free session with a Coaching4Clergy coach at <http://coaching4clergy.com/find-a-coach/find-a-coach>. I guarantee that this live experience of coaching will inspire and excite you even further about the possibilities that have opened up to you by reading this book.

In addition, if you would like to learn more about the coach training that we offer, visit our website at <http://coaching4clergy.com>.

Thank You!

A handwritten signature in black ink that reads "J. Val Hastings" with a long, sweeping flourish extending to the right.

J. Val Hastings, MCC

## ABOUT VAL

J. Val Hastings, MCC, is the Founder and President of Coaching4Clergy, which provides specialized training for pastors, church leaders and coaches. Val hired his first coach while he was pastoring at a local United Methodist church. His progress was noticeable by all, and he began to wonder, "What if I adopted a coaching approach to ministry? What if the larger church adopted a coaching approach to ministry?" In that moment a vision began to emerge—a global vision of Every Pastor, Ministry Staff and Church Leader a Coach. Today that serves as the mission of Coaching4Clergy.

Val is the author of the book *The Next Great Awakening: How to Empower God's People with a Coach Approach to Ministry and Change Your Questions, Change Your Church* (March 2012), and the e-book *The E3-Church: Empowered, Effective and Entrepreneurial Leadership That Will Keep Your Church Alive*. He is currently compiling an anthology book, *Ministry 3.0 – How today's church leaders are using coaching to transform ministry*. Val currently holds the designation of Master Certified Coach through the International Coach Federation, the highest coaching designation.

