



EQUALIZER

The Facilitator's Guide



Developed in partnership between
Spiritual Life Development and Canada Bermuda Youth

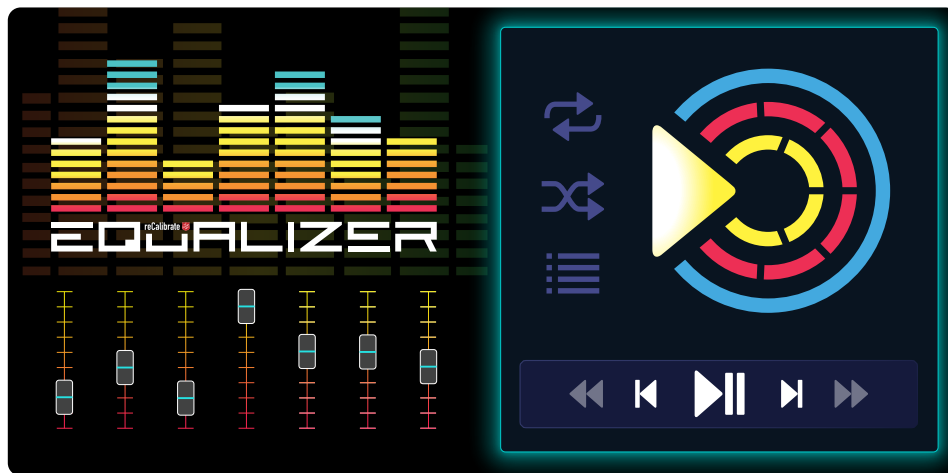
SPIRITUAL  LIFE
DEVELOPMENT

CAN  BDA
YOUTH



If you are reading this guide, you're getting ready to facilitate the EQUALIZER Discipleship Training resource with your leadership team! We love that you're invested in the lives of those in your ministry so much that you're willing to "push pause" on your program long enough to take a look at and evaluate the effectiveness of what you're currently doing.

That's why we've developed the reCalibrate EQUALIZER—to help you determine intentional next steps in becoming even more effective in making CHRIST-centred, OTHERS-focused disciples. When this is our intentional focus, we live and breathe our territorial vision, hold fast to our values, contribute to our strategy, and help accomplish our mission. We help strengthen the spiritual health of our people when we encourage them to live in this way. We follow Jesus, we live out his example in front of others, and we encourage others to do the same. We share the love of Jesus so that others may know it for themselves.



Overview of the EQUALIZER Tool:

This tool will help you identify:

- key aspects of the discipleship journey (**Process**);
- essential irreducible minimums of healthy disciple-making (**Person**) within The Salvation Army;
- how we can help individuals integrate discipleship into daily living (**Practice**); and
- what tools and environments are at our disposal to help us accomplish the task effectively (**Program**).

The EQUALIZER will help you recognize key aspects of the gospel story that should be like a "playlist on loop" in your life and ministry. It will also show how nothing is ever as neatly packaged as what we might like—and so we need to be intentional in every aspect, because the reality of ministry is always "on shuffle".

By taking the time to evaluate your current efforts, you'll be able to identify areas of strength and need, imagining how those efforts could be "even better if...", and making a plan to help make that vision a reality. Then you'll be ready to "release pause", "push play", and let every beat of your life and ministry help keep the call to "make disciples" central.



Through a combination of video teaching, group activities and discussions, and practical exercises in the accompanying EQUALIZER Workbook, your leadership team will work together to assess current ministry efforts in light of key essentials of healthy discipleship, identify areas of strength and need, and chart the next best steps forward to take your discipleship efforts to the next level. While you will hear a few references to youth and children's ministry in the video teaching, the principles are transferrable to your discipleship ministry efforts as a whole.

By the end of the session together, your team should have a reframed understanding of discipleship, a common page to work from, visual representations of the effectiveness of their current ministry efforts, and charted goals and timelines for next best steps forward.

**In person distanced, in person non-distanced, and virtual options are given for group activities, so that they can be adapted to suit your training session model.*

Facilitator's Role:

The Facilitator will set the room, give a brief overview of the purposes, flow and goals of the session, be responsible to play and pause the video training, and lead group discussions and workbook exercises from the front of the room. The instructions for most activities are included in the video teaching, but are also given in this guide so they can be further explained to participants as the session takes place. Some activities will rely solely on the instructions in this guide.

A successful EQUALIZER training session will require the facilitator to do some preparation ahead of time - taking a look at the pause/play cues in the video, familiarizing themselves with the group activities and discussions, and grasping an understanding of how the workbook exercises are designed to be completed. The video will give clear pause/play instructions and workbook page cues to keep participants on track, but the preparation and guidance of the facilitator are critical to the success of the session. Approximate time allotment for discussion, groups activities and workbook exercises are also included to keep the session on track.

The video segments throughout the session vary in length. Some pause cues come up more quickly than others, so it's helpful to sit near the computer, or keep your remote control handy for a quick pause!

Participants:

The purpose of the EQUALIZER Discipleship Tool is for leaders to work together to get on a common discipleship page, do some assessment and evaluation, and chart a course forward. This could include corps officers, senior leadership teams, and also leaders of individual ministries, programs and groups. Eventually, you will ideally want all your corps leaders understanding this common page and working from it.



If your leadership team is large, you might choose to complete the training beginning with your senior leadership team and then later repeating it with smaller groups of leaders. Or, you might want to have multiple tables in the room, each with a particular ministry focus (Sunday school teachers, music leaders, ministry board members, bible study leaders, etc), taking the training together but completing the workbooks for their unique areas of ministry.

Depending on what you decide regarding your training participants and structure, you'll need to also decide how you gather and chart responses. Will you come to a consensus on each 'score' as a whole group and chart steps forward reflecting the ministry as a whole, or will each ministry grouping decide their scores and steps forward, putting it all together at the end? Avoid simply "taking an average" of everyone's numbers in each category, as it can result in a lot of the same mid-range number which then doesn't give as accurate a picture of where you are in your ministry efforts. The importance of this will become more clear as you read through the ministry exercises and watch the training videos.

Supplies:

- EQUALIZER Workbooks (print one per participant)
- Pens (one each)
- Easel with easel/chart paper
- Chart Paper Markers
- Extra easel/chart paper (one large sheet per 5-6 participants)
- 3 different coloured markers for each participant

Room Set-Up (in person):

- Computer, screen and projector
- Easel and chart paper at the front of room
- Round or rectangular tables with chairs (make sure all participants can comfortably see the screen)
- Workbook print out and 3 different coloured markers at each participant's space
- (Optional) snacks or candy on tables

"Room" Set-Up (virtual)

- Email workbook and ask each participant to print one copy OR mail out a printed copy to your participants
- Virtual whiteboard for group discussion
- Ask participants to bring 3 different coloured markers OR send these out ahead of time with the workbooks
- Ask participants to bring a box of crayons (if using Activity Option #3 for the "Getting on a Common Page" group activity)



Sample Schedule:

The Equalizer training and tool will take 3 hours to complete. Below are some options of how you might choose to structure your time together:

ONE DAY EVENT
9:00am - 10:00am Training Section 1
Coffee Break
10:30am - 12:00pm Training Section 2
Lunch Break
1:00pm - 2:00pm Training Section 3

WEEKEND TRAINING (FRI/SAT)	
Friday 6:30pm - 7:00pm Coffee & Dessert 7:00pm - 8:00pm Training Section 1 8:00pm - 8:30pm Time of prayer for God's direction	Saturday 9:30am - 11:00am Training Section 2 Coffee Break 11:30 - 12:30 Training Section 3

A SERIES OF WEEKLY TEAM MEETINGS		
Week One 6:30pm - 7:00pm Coffee and Dessert 7:00pm - 8:00pm Training Session 1	Week Two Snacks on tables 6:30pm - 8:00pm Training Session 2	Week Three 6:30pm - 7:00pm Coffee and Dessert 7:00pm - 8:00pm Training Session 3



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SESSION CONTENT

Section One

Welcome and Overview (10 minutes)

Welcome participants, giving an overview of the day, some general instructions and clarity around the purpose and goals of your time together.

Say something like... *We're glad you've taken the time today to press pause and help us take a look at & evaluate the effectiveness of what we're currently doing in ministry at our corps! Your presence here shows your deep investment in the lives of those in your ministry area. The purpose of the EQUALIZER Discipleship Tool that we'll work through today is for leaders to work together to get on a common discipleship page, do some assessment and evaluation, and chart a course forward.*

This tool will help us identify:

- *key aspects of the discipleship journey (Process);*
- *essential irreducible minimums of healthy disciple-making (Person) within The Salvation Army;*
- *how we can help individuals integrate discipleship into daily living (Practice); and*
- *what tools and environments are at our disposal to help us accomplish the task effectively (Program).*

Through a combination of video teaching, group activities and discussions, and practical exercises in the accompanying EQUALIZER Workbook, we'll work together to assess current ministry efforts in light of key essentials of healthy discipleship, identify areas of strength and need, and choose the next best steps forward to take our discipleship efforts to the next level.

While you will hear a few references to youth and children's ministry in the video teaching, the principles are transferrable to our discipleship ministry efforts as a whole. The Equalizer tool grew out of a series of 14 identified areas that directly impact our discipleship efforts. You can take a look at these in detail on page two in the workbook, but for the purposes of our time together today, we'll be focusing most of our attention on reCalibrate area #7 - Essentials. That's because these form the non-negotiable, irreducible elements of healthy discipleship ministries, and give us a picture of what we are aiming towards in our discipleship efforts. We need to understand these, evaluate our ministry efforts in light of them, and chart our course forward, seeing these as the goal to be pursued.

By the end of the session together, our team should have a reframed understanding of discipleship, a common page to work from, visual representations of the effectiveness of our current ministry efforts, and charted goals and timelines for next best steps forward.

We're excited for the day together and what God will show us as we give this day to him.

Go over your schedule for the day.

Open your session with a time of prayer for clarity, unity and guidance.

Press **PLAY** on the Training Video



PAUSE VIDEO AT 2:04

Group Activity (5 minutes)

Getting on a Common Page

Say something like... *Getting on a common page can be difficult. The more people you try and get onto that page, and the smaller and more focused the page becomes, the more difficult it gets! Let's try a group exercise to help us get our heads around how it sometimes feels to try and get everyone on a common page.*

Activity Option 1 (In person, assuming distancing is not required)

Break your group into even teams of 5-6 people. Have teams space out around the room with each group standing in a circle. Place a full sheet of easel/chart paper on the floor in the middle of each group.

On your "go", each team must attempt to get their entire team onto the paper without touching the floor/walls/chairs/tables, etc. with any part of their body. Once you have a winning team, have everyone step off the paper and get ready for round 2.

In this round, have teams complete the same task but with their paper now folded in half. Have teams strategize the most effective ways to fold their paper and then give it a try. Repeat this for rounds 3 & 4, folding the paper in half again and then again. Encourage teams to be as creative as they can in order to get their entire team onto the page.

Activity Option 2 (In person, assuming distancing is required OR Virtual)

Give each participant a print out of the "On a Common Page" target and 10 smarties or m&ms (or ask them to collect these items at home beforehand if meeting virtually).

Placing the target 3 feet away from their starting point, using the floor or a table, have individuals "shoot" the candy onto the target by flicking them along the surface (crokinole style!). For round one, the challenge is to get as many candy onto the large area of the target. Round two reduces the scoring area to the middle target, and round three reduces it further to the inner target circle.

How many "people" were you able to get onto the common target page in each round?

Activity Option 3 (In person, assuming distancing is required OR Virtual)

Give each participant a blank sheet of 8-1/2 x 11 paper and a box of assorted crayons (or ask them to collect these items at home beforehand if meeting virtually).

Without demonstrating anything, give a particular set of instructions (such as the one below), and ask participants to make the picture you are describing.

Make your own picture as you go, without revealing how your picture looks. Once the instructions are complete, compare drawings on the screen or in the room, and see how close (or not!) other drawings are to yours, with the exact same set of instructions given.

How close were you to being on the same page?

Briefly discuss the challenges discovered in attempting to get people onto the same page. Point out the different strategies being employed and the added complexity of achieving a common page when it was being made smaller and more narrowly focused.

Once your discussion is finished...
Press **PLAY** and continue the video together.



Getting On a Common Page Target

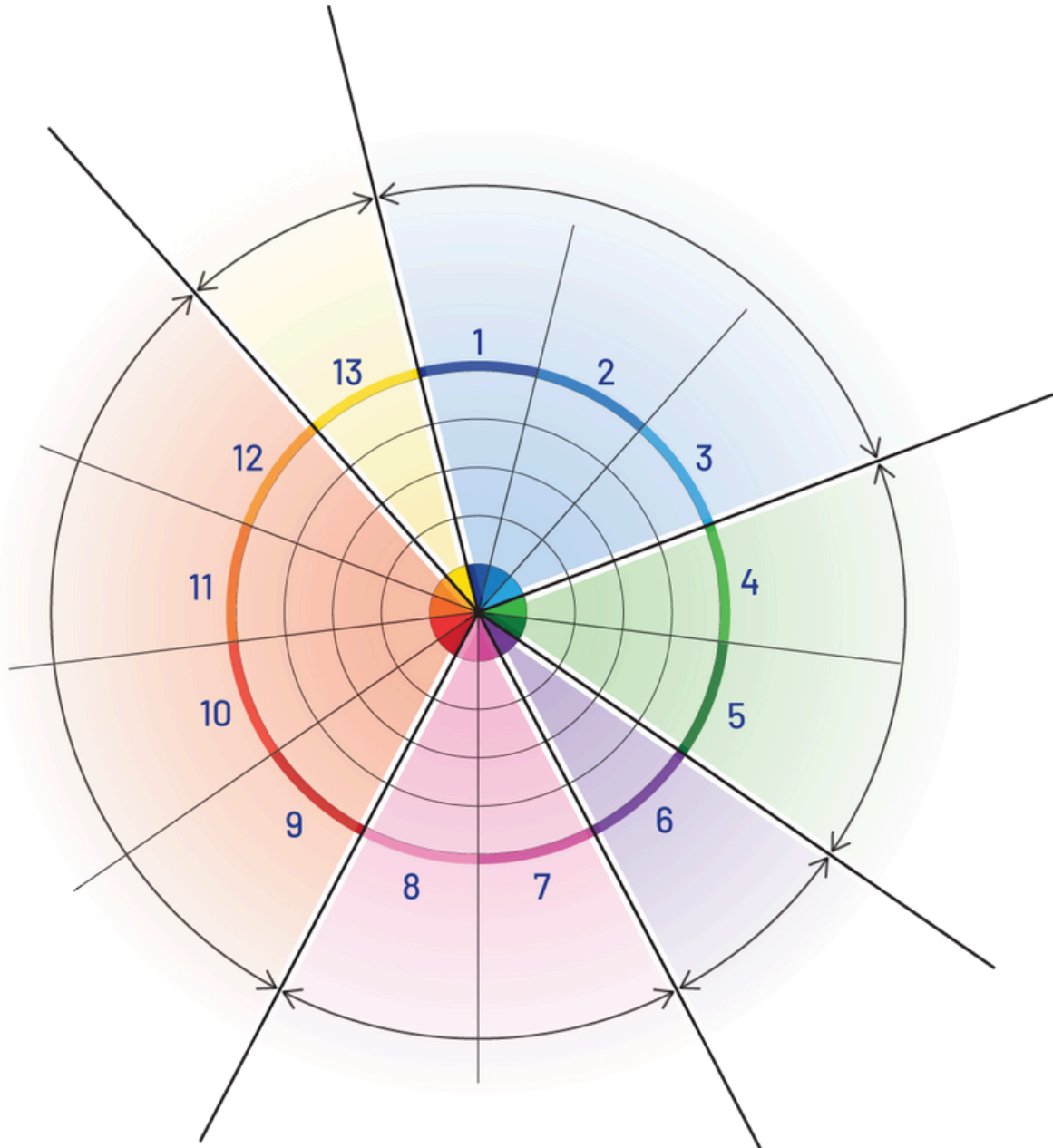
Group Activity (5 minutes)
Getting on a Common Page

Place this target 3 feet away from where you are standing. Using the floor or a table, “shoot” candy (M&Ms, Skittles, etc.) onto the target by flicking them along the surface (crokinole style!).

Round ONE: Get as many candy onto the large area of the target.

Round TWO: Get as many candy into the middle target area (three circles or less towards the centre).

Round THREE: Reduce the target area even further to the inner target circle only.



How many “people” were you able to get onto the common target page in each round?



PAUSE VIDEO AT 7:22

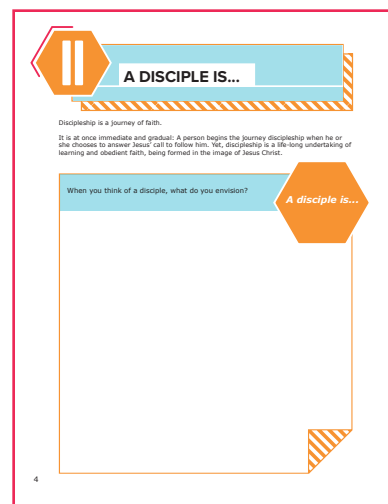
Group Discussion (5 minutes)

Ask your group to consider what a disciple looks like. Work together to finish the prompt "A disciple is..." with as many ideas as possible, and record the responses for everyone to see using easel/chart paper at the front of the room.

Alternatively, have individual table groups make their own "top ten" lists using the space on page 4 in the workbook, and then take turns sharing their answers to the rest of the room.

When your list is complete...

Press **PLAY** and continue the video together.



PAUSE VIDEO AT 13:05

Group Exercise (10 minutes)

Finding Your Frequency Part 1

Have participants turn to page 7 in the workbook and work through this exercise of filling in the chart together. Reiterate the instructions given in the video to make sure everyone understands what the group is doing on this page.

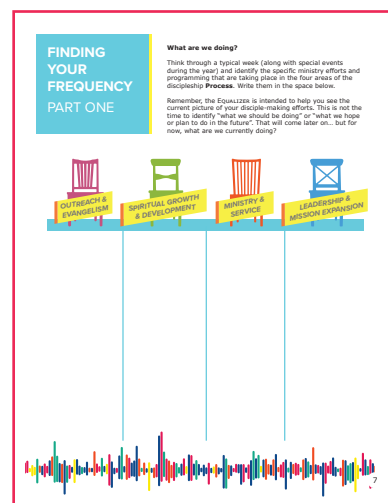
Say something like... *We are thinking about the ministry that is currently happening in our church. Think of what happens on each day of the week, things that occur monthly, or special events that happen once in the calendar year.*

Let's consider the primary purpose and function of each of these ministries. Does this particular ministry effort...

- *facilitate outreach and evangelism?*
- *encourage spiritual growth and development?*
- *equip for ministry and service?*
- *expand mission and leadership development.*

We'll write down all of these ministry efforts under the proper category on the chart on page 7. As difficult as it might be to do this, we need to make sure we don't include our hopes and dreams or plans for the future here, or also things that used to happen in the past. We are simply getting a picture of what is actually currently happening in each of the four categories.

If we find that some of the categories are empty, or nearly empty, that's ok - that will give us things to work on later. It's important that we get an accurate picture here. [Note: Don't let the group be too focused on what the chart "should, could, or will" look like.]



Once your chart is complete...

Press **PLAY** and continue the video together.



PAUSE VIDEO AT 15:05

Group Exercise (10 minutes) Finding Your Frequency Part 2

Have participants turn to page 8 in the workbook and work through this exercise of filling in the slider bars together.

Using the lists you created on page 7 (Finding Your Frequency Part 1) when you considered the question "What are we doing?", now reflect this as a 'score' on the slider bar on page 8 as you consider the question "How are we doing?".

Say something like... On page 7 we considered the question "WHAT are we currently doing?" as we filled out the chart with all of our ministry activities. Now, on page 8, we are going to consider a new question: "HOW are we currently doing?". On this page, we'll take a look at each of the four categories again and give ourselves a score from 1-10 in each area.

Pause after each of the four questions, and give a "gut-level" response to your score in each area, filling it in on the slider bar. Decide on a single number all together that represents your church as a whole, or one per table if leaders are sorted by ministry type.

Remind participants that some areas will score higher and others will score lower. Again, that's ok. A realistic picture of how things are currently is the goal here.

Say something like...

Area #1: Outreach and Evangelism: How effective are we at making regular contact with those who don't know Jesus and proving them opportunities to hear and respond to the gospel?

Area #2: Spiritual Growth and Development: How effective are we at moving disciples from a stage of spiritual immaturity to spiritual maturity?

Area #3: Ministry and Service: How well are we providing opportunity for disciples to effectively express their faith through ministry and service?

Area #4: Leadership and Mission Expansion: How well are we developing our leaders and recognizing new opportunities for mission?

When you've finished the slider bars... it's a good time for a break!

This might mean stopping for the night and picking up the next section in the morning, a coffee or lunch break before settling into the next portion of the session, or an adjournment of a meeting until it gets picked up again next week, depending on how you've decided to schedule your session.

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SESSION CONTENT Section Two

Welcome Back and Recap (5 minutes)

When participants gather back again, be sure to remind them of where you've been, and let them know that the next section covers a lot of content and some slightly longer video portions, but that using the fillable workbook pages to stay on track will make the content more digestible!

Start the video on the pause screen for Finding Your Frequency Part 2 - where you last left it. Press **PLAY** and continue the video together.



PAUSE VIDEO AT 26:55

Group Discussion (5 minutes)

Say something like... *Think about the picture we just painted of a CHRIST-centred and OTHERS-focused disciple. How would our corps, homes, neighbourhoods, schools and workplaces change if disciples consistently lived out this kind of faith? Was there a particular characteristic that most resonated with you?*

After a brief discussion...

Press **PLAY** and continue the video together.



PAUSE VIDEO AT 32:07

Group Discussion (5 minutes)

Say something like... *Sometimes it's easy for our programs and ministries to exist as silos, acting independently and without an understanding of their place in the overall picture of discipleship process and strategy. Our overall efforts could be more streamlined and effective if we considered more intentional coordination between programs, better understanding of where each program fits within our big picture strategy, and looked for more ways to build bridges between programs.*

Have participants turn to page 13 in the workbook and have a brief all-group or table discussion about the three questions on the page/ pause screen. The ministry efforts previously listed on page 7 can be referenced here to help answer the questions more specifically.

PROGRAM

No single **Program** is designed or intended to bring an individual through the whole Process of discipleship on its own. Programs work best in a coordinated effort.

How coordinated are the efforts between the programs you are running?

Does everyone see where their piece fits within the overall discipleship process?

In what ways can you build better bridges between programs?

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- How coordinated are the efforts between the programs we are running?
- Does every leader understand where their piece fits within our overall discipleship strategy and process?
- In what ways can we build better bridges between programs?

After a brief discussion...

Press **PLAY** and continue the video together.



PAUSE VIDEO AT 35:35

Group Exercise (40 minutes) Finding Your Frequency Part 3

Have participants turn to pages 14 & 15 in the workbook.

Say something like... *It's time for us to build our ministry EQUALIZER. We'll use the questions at the top of these pages to look at each specific category in the OTHERS acronym. Remember that for each of the 14 categories, we'll be thinking from 3 separate angles, represented by the 3 separate columns in each section - we'll look at what we are providing, how well people are applying it, and then how well are leaders are modelling it.*

We'll be using the 3 different coloured markers you were given at the start of the day for this exercise. Choose one of your colours now to assign to column 1 for every section. This means you will use this colour every time we answer question #1 (14 times in total!). Assign a different colour to column 2 (and question #2), and the remaining colour to column 3 (and question #3).

FINDING YOUR FREQUENCY

OUTWARD FOCUS: Effective Personal Witness

- How well are we preparing disciples to articulate the gospel and their own personal testimony?
- To what degree do we see our people actively engaged in being a witness?
- Do these leaders make this a priority in their own lives?

TENACITY OF FAITH: Healthy Spiritual Habits

- Does our curriculum, strategy and teaching intentionally lead our people toward integrated spiritual understanding and trust in God?
- Do we see evidence that individuals are developing the ability to care for their own spiritual growth & development, integrating discipleship practices in their daily living?
- Do our leaders provide an example of being regularly engaged in developing healthy spiritual habits?

HOLY LIVING: Healthy Spiritual Community

- Are we intentionally facilitating and equipping multiple gifts and influences to speak truth and life into our people? (Phone, homes, mentors, etc.)
- Do we see individuals developing healthy relationships both inside and outside the church?
- To what degree do our leaders engage in the daily sharing of life and faith together, with accountability?

REMARKS:

1. Do we provide clear and biblically sound teaching on what it means to live a holy life?

2. Do the actions of our people demonstrate that they are being responsive to the Spirit's leading in their lives, growing in working out their salvation?

3. Do our leaders model an example of being engaged in spiritual growth and holiness?

SAVATENDU:

1. Do we understand and agree to our beliefs and are we seeing the fully engaged, active lives of our congregation?

2. Do we see evidence of spiritual growth, valuing the practices and of The Salvation Army?

Work through the questions one at a time, filling in the EQUALIZER diagram as you go. Remind participants not to get caught up in over analyzing their response - again, give a "gut" level response to the question. This is the longest part of the process, so expect considerable time to be needed to answer all the questions and complete the EQUALIZER diagram. You'll need to keep the process moving, as participants will naturally want to have longer conversations on each question.

Optional: If it's helpful for people to see and hear the instructions for this section again, replay the video from (2:06 V6 - 4:55 V6)

Optional Front of Room Display: Replicate the EQUALIZER diagram on large mural paper at the front of the room and fill it in all together based on the response of the room in each area. This will keep the overall picture in front of everyone and keep everyone focused on the task together.

When your ministry EQUALIZER is complete... it's a good time for a break!

This might mean a coffee or lunch break before settling into the next portion of the session, or an adjournment of a meeting until it gets picked up again next week, depending on how you've decided to schedule your session.

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SESSION CONTENT

Section Three

Welcome Back and Recap (5 minutes)

When participants gather back again, be sure to remind them of where you've been and thank them for their intentional work so far. Start the video on the pause screen for Finding Your Frequency Part 3, where you last left it.

Press **PLAY** and continue the video together.



PAUSE VIDEO AT 36:33

Group Exercise (10 minutes)

Finding Your Frequency Part 4

*Note: Two additional pause slides (36:54 and 37:17) come up quickly in this section, with time to work between. Since there are only 20 seconds between pause cues, facilitators will want to make sure they are close to the remote or computer to click the pause button quickly! Have participants keep pages 8 and 14-15 in front of them as you now move on to complete the exercise on page 16.

At the 36:33 pause, say something like... *The next part of the exercise will help us determine where our areas of strength and need are in terms of our discipleship ministry efforts. We'll need to look back at pages 8 and also 14-15 in order to complete this next step on page 16.*

Let's look at the slider bars we filled in on page 8 and identify the process area where we scored the highest. This now becomes our first area of strength to fill in on page 16.

When finished, press **PLAY** and be ready for the next pause slide.

At the 36:54 pause, say something like... *Now let's look at pages 14-15 and select the two highest bars on our equalizer graph. These two highest scoring areas will become our second and third areas of strength to fill in on page 16.*

When finished, press **PLAY** and be ready for the next pause slide.

At the 37:17 pause, say something like... *Now it's time for us to identify areas of need. To do this, we'll take the lowest scoring process area from page 8 and bring it over to the first area of need on page 16. Then we'll look at the two lowest scoring bars on pages 14-15, which will become our final two areas of need to fill in on page 16.*

When page 16 is complete...

Press **PLAY** and continue the video together.



PAUSE VIDEO AT 38:34

Group Exercise (10 minutes)

Adjusting Your Frequency Part 1

Using the strengths and weaknesses identified on page 16, have participants turn to page 17 and complete the same sentence for each of the 3 areas of strength and each of the 3 areas of need.

(Strength 1) would be even better if _____.

(Strength 2) would be even better if _____.

(Strength 3) would be even better if _____.

(Need 1) would be even better if _____.

(Need 2) would be even better if _____.

(Need 3) would be even better if _____.

If your group gets stuck here, use the following statement as an example of an “even better if”. They shouldn’t necessarily use this statement as their own, but use it as a model to develop one that applies to your unique setting:

The area of being Engaged in Ministry would be even better if people knew their gifts and how they could be used in ministry.

When page 17 is complete...

Press **PLAY** and continue the video together.

ADJUSTING YOUR FREQUENCY
PART 1

For each of the identified areas, operate on an “even better if...” principle: Consider how your decision-making efforts might be refined, adapted or built upon by completing this sentence for each area listed:

1 _____ would be “even better if...”

2 _____ would be “even better if...”

3 _____ would be “even better if...”

1 _____ would be “even better if...”

2 _____ would be “even better if...”

3 _____ would be “even better if...”

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PAUSE VIDEO AT 39:28

Group Exercise (15 minutes)

Adjusting Your Frequency Part 2

Have participants turn to page 18 in the workbook.

Say something like... *It’s time for us to put some action steps to our ideas! Using page 18 as a template, let’s consider each of the 6 areas of strength and need we identified, as well as the ideas we generated in order to make those areas even better.*

Now we’ll consider what it might take to get us there, charting some goals and action steps, who will be responsible for overseeing each step, and when we should expect each step to be completed.

Remind leaders that we should work to improve both the stronger and weaker areas, so the ministry as a whole keeps moving forward.

If your group gets stuck here, use the following as an example of how the “even better if” statement listed above can move into action:

ADJUSTING YOUR FREQUENCY
PART 2

Now consider what may be needed to turn your “even better if...” into reality. Discuss what you’ll need to do, who will take the lead on each step, and set goals for checking in on progress and completing each item.

1. Making	“Even better if...”			
Action Step	Who’s Responsible	Check-in Date	Completion Date	

2. Making	“Even better if...”			
Action Step	Who’s Responsible	Check-in Date	Completion Date	

3. Making	“Even better if...”			
Action Step	Who’s Responsible	Check-in Date	Completion Date	

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If the area of being Engaged in Ministry would be even better if people knew their gifts and how they could be used in ministry, what steps could we take to get there?

1. Have a family event with teaching on spiritual gifts and time for everyone to complete age appropriate spiritual gifts assessments.
2. Hold a ministry fair with ministry opportunities suitable to different age groups, where people can match their gifting to a ministry area.
3. Provide opportunity for new leaders to be mentored by experienced leaders.

When your action steps have been set...
Press **PLAY** and finish the video together.



Closing Comments (5 minutes)

Thank your leadership team again for their ongoing investment and especially for the time they set aside today. Summarize the goals and action steps you have charted together. Plan a time when you will gather next to press pause and have these intentional conversations again, as well as to celebrate the steps forward you have taken together.

Close your session with a time of prayer.



