School of Pioneer Leadership Development (SPLD)
CCM 373/374

Course Outline
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**Purpose statement**
To pioneer a YWAM team in York that focuses on equipping and releasing young apostolic leaders and teams for the extension of God’s kingdom in the UK, Western Europe and beyond.

**Vision Statement**
To plant a YWAM team in York that creates an environment of leadership development through curriculum driven training, mentoring and involvement of running grass root ministries in an urban location.

**Mission Statements:**

*Community*
To create a relational working environment that expresses all of the values and needs of young post modern leaders in order for them to be able to grow and express themselves freely before God.

*Training*
To combine the class room with practical ministry experience as a form of leadership training that incorporates mentoring, teaching and holistic learning styles.

*Grass roots ministry*
To partner with three or four grass root ministries in the local community that offer a variety of experiential qualifications for leaders to be able to grow while ‘doing’ as well as being a blessing to the local church.

*Multiplication*
Planting new bases, ministries and communities around Europe out of the Vanguard training process by enabling vision, formation of team and implementation of vision pertaining to the extension of the Kingdom of God and his purposes on earth.
Vanguard (SPLD), a short explanation

Vanguard the Leadership track is a 1 to 3 year apprenticeship type journey that is designed primarily to help young pioneering leaders start new ministries, churches or YWAM bases in the UK, Europe or further a field.

The vision came out of a realisation that there weren’t many opportunities for young leaders to be intentionally trained or to grow safely into their leadership potential. We were meeting lots of young post-moderns with quite exciting vision or calling but absolutely no means of turning their visions or dreams into reality.

What we are setting up here is a mixture of thought through curriculum, community based discipleship, including study and mentoring as well as daily exposure to grass roots ministry such as working with youth, ethnic minorities, local church projects, the poor etc. We feel that learning works best when there is a healthy balance between the class room, community life and the opportunity to apply theory in every day situations.

The first year is a normal Discipleship Training School (DTS- See our website) that will last 10 months, including 12 weeks of lectures, 6-8 weeks overseas and 2 weeks working somewhere else in an urban context.

After this there will be an opportunity for trainees to do a follow on year that will go deeper in their leadership development and training, offering opportunities and more in depth experience and mentoring. During this phase, trainees will be encouraged to work towards a pioneering phase at some point in the future (not a rushed time frame). Our goal is to equip, empower and release these trainee leaders in their vision so that they can develop their own teams and eventually plant in new locations. We would follow on our commitment relationally to support them in the initial period of pioneering both financially and pastorally.
SPLD (Vanguard: Leaders Track)

Training objectives

1. To create a safe environment for young leaders to emerge into pioneering leadership.

2. For each leader to develop a ‘team’ orientated view of ministry and leadership that utilises the broad spectrum of gifts in body life.

3. For the leader to understand basic discipleship principals and practise as well as mentoring and being mentored.

4. To develop spiritual authority in the leaders life and to go deeper still in expressions of spirituality in every day life.

5. For the leader to acquire, through training and placement, a wide range of practical skills for use in ministry.

6. For the leader to experience different levels of community and develop a biblical understanding and outworking of community wherever they go.

7. For the leader to experience and develop a broader perspective of world missions that will lead to being naturally missions minded.

8. For the leader to learn to think creatively and ‘out of the box’ in certain situations. For the leader to be trained in strategic development and implementation of vision.

9. For the leader to outwork YWAM values for life and ministry.

10. To gain experience and a realistic view of pioneering and developing new ministries.

11. To produce well rounded post-modern leaders who are equipped and empowered to not only to survive in this generation but to shape its future.

12. To produce an expansionist mindset. Leaders that are self multiplying and view ministry in the same way.
Year 1 Curriculum

TOPIC: The leader and their relationship with God (looking at biblical examples)
OBJECTIVES: To teach intimacy with God as the foundation for leadership and ministry. To look at how biblical leaders led and stayed close to God in the midst of their strengths and weaknesses
METHOD OF INSTRUCTION: Lecture

TOPIC: Understanding self/personality tests and understanding gifts.
OBJECTIVES: The importance of knowing ‘self’ and others. Understanding gifts in ministry
METHOD OF INSTRUCTION: Lecture
RESOURCES USED: DISC, Myers Briggs, Motivational Gifts and Spiritual Gifts

TOPIC: The philosophy of team and team leadership
OBJECTIVES: Grasping the importance of ministering and leading in a team context incorporating biblical models of ‘body life’
METHOD OF INSTRUCTION: Lecture

TOPIC: The character of a leader
OBJECTIVES: Understanding Christ like leadership and exemplifying the characteristics of Jesus in a ministry context
METHOD OF INSTRUCTION: Lecture

TOPIC: Community and relationships (including conflict resolution and pastoral care)
OBJECTIVES: Exploring foundational principals of community and everyday relationships and the need for emotional, spiritual and physical harmony in human relationships.
METHOD OF INSTRUCTION: Lecture

TOPIC: Organisational skills and Project Management
OBJECTIVES: Being able to think through the logical steps of turning a thought through vision into a practical reality
Understanding the skills needed in project management at every level
METHOD OF INSTRUCTION: Lecture

TOPIC: Mentoring and discipleship
OBJECTIVES: Looking at biblical models of mentoring, especially Jesus’ style which looks at character development and the passing on of skills
METHOD OF INSTRUCTION: Lecture
Year 2 Curriculum

TOPIC: Self Leadership
The Expansionist mindset – What does it mean to be visionary?
OBJECTIVES: Developing a mindset that is focussed on self development and analysis and growth in a ministry context, 21/10/2008
approaching ministry and training with a view of multiplication and pioneering
METHOD OF INSTRUCTION: Lecture

TOPIC: Spiritual Warfare and gifts
OBJECTIVES: Understanding and applying biblical model of personal spiritual gifts and authority in everyday circumstances
METHOD OF INSTRUCTION: Lecture and workshops

TOPIC: Development of vision and making it a reality and Strategic planning
OBJECTIVES: The importance of taking an abstract idea or call from God and fleshing it out into a tangible project with planned steps. Thinking through a 1, 3, 5 and 10 year plan which maps out step by step processes in the implementation of a vision. Being ‘future minded’
METHOD OF INSTRUCTION: Lecture

TOPIC: Authority - use and abuse
OBJECTIVES: Understanding a true model of biblical authority. When it works and when it doesn’t. Exploring transactional versus transformational models of leadership in a post-modern world
METHOD OF INSTRUCTION: Lecture

TOPIC: Leadership, sexuality and gender issues
Understanding basic theological and ecclesiological stances
OBJECTIVES: Looking at issues of sexuality and gender in a ministry context. Understanding the pitfalls and challenges as well as exploring a biblical model of women in leadership. Having a basic ecclesiological understanding in order to understand real church issues and also be ‘YWAM’ in a multi-denominational context
METHOD OF INSTRUCTION: Lecture

TOPIC: Teaching and preaching methodology and Basic principals in Church planting
OBJECTIVES: Exploring the different models, styles and approaches to teaching and preaching, especially in a post-modern or missiological setting.
To understand the basic principals of church planting in a missions context. What do people movements look like and what is the biblical premise for Church
METHOD OF INSTRUCTION: Lecture

EXTRA CURRICULUM TOPICS

TOPIC: Finances
OBJECTIVES: Gaining a basic understanding of financial management and systems that also incorporate biblical principals

TOPIC: Servant leadership
OBJECTIVES: Look at the Jesus model of servant hood and laying down ones life for ones followers. Understanding the true role of leadership in Gods kingdom

TOPIC: Intercession
OBJECTIVES: Gaining an understanding and practical application of the power of intercession and the different models it includes.

TOPIC: The art of networking and partnerships
OBJECTIVES: Grasping the skills needed to be able to network and develop partnerships with other groups and organisations.

TOPIC: Leading a missions outreach
OBJECTIVES: Being equipped to lead a well rounded mission’s trip and fulfil the criteria for effective short term missions

TOPIC: Leading a discussion
OBJECTIVES: Being able to lead effective discussions in a group setting, achieving goals and drawing out each individual for equal contribution and broader perspective

TOPIC: The art of confrontation
OBJECTIVES: The ability to confront individuals or groups in a Christ like and controlled manner so that growth is ensured

TOPIC: The art of delegation
OBJECTIVES: Knowing how to manage priorities, when to delegate responsibility, who to give it to and how to do effectively with out becoming controlling
TOPIC: PR and communication skills
OBJECTIVES: Understanding basic principals in PR and communication to use it as a tool to achieve vision and wider public understanding of projects or ministries

Break down of marks for accreditation

DTS Lecture phase

Local outreach – 30%
Written assignments/book reports – 25%
Personal growth – 30%
Staff interviews – 15%

DTS Outreach phase

Student ministry evaluation – 30%
Staff interviews – 20%
Personal growth – 25%
Assignments – 25%

Vanguard (phase 2 - SPLD) Lecture phase

Local outreach – 30%
Written assignments – 25%
Personal growth and leadership – 25%
Staff interviews and strategic planning – 20%

Vanguard (phase 2 - SPLD) Outreach phase

Student ministry evaluation – 30%
Staff interviews and appraisal – 20%
Personal growth – 25%
Assignments – 25%
SPLD Framework

Small group (twice fortnightly to process and discuss teaching)

Triplet group (fortnightly for personal development and accountability)

Tutorials (monthly with line leader for specific input)

Worship and ministry (two sessions per week)

Prayer and Creativity (two sessions per week)

Communication (once per week to look at scheduling and general communication)

Classroom times (at least 20 hours of lectures fortnightly)

External classroom times (visiting sites and exhibitions and outdoor pursuits)

Assignments (Over views of lecture weeks plus 4 main written assignments)

Book reading and book reports (3 books per year)

Journals (regularly and handed in fortnightly)

Study time (weekly for book studies, assignments and preparation for local fieldwork)

Local Fieldwork (at least 3 times weekly, leading a local outreach team–plus 2/3 weeks UK urban)

Overseas Fieldwork Assignment (9 weeks overseas outreach per year leading or co-leading a team of young people to work with an established project)
SPLD Ministry Philosophy

1. Spiritual Leadership
   • Intimacy with the Lord is the corner stone for life and leadership.
   • To create environments for 24-7 prayer and an openness for the Spirit to move and minister as a matter of normality.
   • To move in spiritual authority that outworks itself in warfare and intercession as well as living in the opposite spirit.

2. Holistic Community and Relationships
   • Mentoring both formally and informally as a form of one on one personal growth.
   • Mutual discipleship that happens naturally by being together. ‘Iron sharpens iron as one man sharpens another.’
   • To encourage the spirit of hospitality and loving one another, both in community terms but also as an expression of leadership.
   • To have fun, enjoy relationships and appreciate the art of rest.

3. Living on purpose
   • To be strategically minded in the outworking of ministry and vision.
   • Having a Kingdom focus which affects the way we build, evangelise, spend our time and view life in general.
   • To move towards goal setting and the development of vision so that each trainee has a plan for the future and steps to get there.
   • Outworking the value of ‘self-leadership’ meaning to take responsibility for personal development and analytical growth.

4. Team Leadership
   • To model team leadership and give opportunity for it to be outworked amongst trainees in various ministry settings.
   • To explore how, why and what is involved in healthy team life.
   • To encourage each individual’s contribution and role in the team life. And to allow a freedom that enables individual anointing to flourish.
5. Christ like Leadership
   • Being open and honest about our weaknesses and the challenges we face will create a deeper sense of commitment to one another whilst smashing any false pedestals that might be there.
   • Transparency of character, living out what we preach and promoting a deep sense of integrity in all that we do.
   • Servant hood and hospitality in the outworking of leadership. It is to be honoured and valued above all things.

6. Exploring creative learning styles that harness the Post-modern mind and heart.
   • Promoting the classroom and academic approach to learning as well as thinking out of the box in terms of environment and style.
   • The use of discussion groups, open questions times, creative ministry, application, study and pilgrimage.
   • Creative worship and intercession that is modelled on a coaching style, enabling individuals to step out of their comfort zone and grow in their gifts.
   • The use of journaling, assignments, art and group discussions for application and recording of growth.
Field Assignment Objectives

1. To gain a holistic missions experience as a well as a ‘feel’ for long term missions with a view to commitment

2. For the trainee to gain practical experience in evangelism incorporating a broad perspective of styles and approaches

3. For the trainee to gain experience in practical work on the missions field, especially work that may serve the work of long term missionaries or local churches

4. To gain experience and a heart for ‘mercy ministries’, modelling that part of the gospel that conveys compassion and love towards a hurting world

5. To not only learn about intercession but to actively work it out through daily discipline, research and spiritual warfare in a ‘real life’ missions setting

6. To spend time in relationship with long term missionaries and leaders, to hear their vision, to absorb their passion and be inspired by their testimony

7. For the trainee to broaden their own worldview regarding cross cultural ministry and other ways of life and to develop an attitude of ‘learning’ towards other ways of doing things

8. To experience the daily challenge of living and working as a team and to realise the biblical perspective of ‘body ministry’ in a missions setting

9. To have fun and find a natural balance between work and rest

10. For trainees to go deeper in their understanding and intimacy with God. To grow in dependence on Him and to be stretched in personal faith

11. For trainees to grow in their character development, to view the field assignment as a means of discipleship and maturing as a Christian
Field Assignment Strategies pertaining to Objectives above
(Numbers correlate to numbered objectives)

1. This will be achieved through a balance of experience involving evangelism, practical work, intercession, spiritual warfare, and worship, rest/fun, teaching/study time, time spent with long term missionaries and working alongside both missionaries and local churches/projects. Orientation and frequent debriefing or processing of daily experience as well as a healthy balance of work and rest will ensure a challenging but positive first experience of missions

2. This will be done by incorporating a broad perspective of evangelism including the street work approach as well as coffee bar ‘friendship’ evangelism. Trainees will be encouraged to seek the Lord for working models pertaining to the people or locale they are living in. The ‘Engel Scale’ will be used as a model in determining the right approach to evangelism for the right situation

3. It is an important part of discipleship and daily rhythms to commit to work duties. Not only do they ensure smooth running of a habitat but also provide discipleship opportunities for leaders and trainees to work through. It is also important to convey that missions is not always about ‘glamour’

4. It is the aim of all teams to try to connect with some kind of mercy ministry based project as an important model of mission. By working amongst the poor and needy, for example in an orphanage or with the homeless, trainees experience another dimension to life by not only realising their own fortune but to understand the gospel of the Kingdom in terms of compassion and love for every facet of society

5. Trainees will be taught the principals of intercession and spiritual warfare pertaining to a specific geographic location or people group. A minimum of 3 hours but even as much as 6 hours will be given over to this important part of mission. The ‘24-7 prayer’ model of creative prayer rooms operating for set periods of time will also be used as a part of the field assignment aims. Trainees will also be encouraged to research and study their area or people group to
look for ‘keys’ to prayer and to develop a more intentional and strategic approach to intercession

6. Trainees will hopefully be able to spend quality time with long term missionaries in their location. This will be achieved through orientation times, working together on projects, serving the base, meal times or love feasts and set teaching times. Trainees will be encouraged to question motivation, passion and calling of missionaries encountered as a means of personal growth and challenge. Many of us are challenged by the testimony of others and it is the hope that this will go towards the trainees understanding of a call to mission.

7. Trainees will be challenged to adopt an attitude of learning towards a nation or culture. To view things as ‘not wrong but different’ and to examine their own cultural ideals in the light of God’s perspective of the world. It is the hope that this will add to the trainee’s personal growth as a Christian and general worldview.

8. Field assignments will always be outworked in a team context. All trainees will be challenged to love and support one another through positive and negative experiences. This will be achieved through weekly team meetings, prayer and worship, fun times and times for fellowship over food. Team leaders will ensure that a regular model of team processing of experience will be implemented to keep short accounts while providing an opportunity to talk about culture shock and other challenges faced. In the long term it is hoped that this will diminish the amount of time needed to debrief a team at the end of the assignment.

9. It is important for the team to ‘enjoy’ the field assignment. God is also a God of play and time should be given to team trips, adequate rest and time off as well as some site seeing in the culture they are living. In the long term this principal will go towards a positive first experience of mission and ensure the missions journey is continued post- DTS.

10. Personal devotions will be strongly encouraged although not legislated. It is the hope that trainees will nurture a more intimate walk with the Lord throughout the field assignment. Experiencing a deeper faith or dependence either for food, money or ministry is a healthy part of the Christian life. This deepens ones understanding of God and his love for us. This aspect of mission is perhaps the most
important and trainees will be taught this value as tantamount to all other Christian living.

11. One to one mentoring times, team processing, small groups and journaling will continue during the field assignment encouraging an attitude to grow and be stretched personally. One of the goals of a DTS field assignment is to create discipleship ‘encounters’ and so team leaders will always be looking for these in every day situations. Trainees will be encouraged to take personal responsibility for their own growth and not expect others to provide it for them.

**YWAM Values that best describe or relate to the SPLD leadership track**

2. YWAM is called to make God known, through Evangelism, Training and Mercy Ministries. All our activities should contribute towards the goal of discipling the nations. (Acts 13:2-3; Genesis 12:1-3; Matthew 28:19-20; Mark 16:15; Acts 1:8; Romans 10:9-18; 15:18-21)

4. YWAM is visionary doing new things in new ways where new initiatives are required to accomplish the Great Commission. (Isaiah 42:8-9; John 4:35; Matthew 10:1-10; Hebrews 11:1-3; Proverbs 29:18; Habakkuk 2:2)

6. YWAM affirms the importance of the local church and seeks to promote unity among all God's people. We endeavor to work in partnership with other believers, building bridges among Christian leaders, churches and missions for the fulfillment of the Great Commission. (Philippians 1:3-5; 1 Thessalonians 1:2-10; Ephesians 3:8-10)

10. YWAM is committed to doing, then teaching, according to Jesus' example. We affirm the importance of living a concept, theory or belief in personal experience as essential to passing it on to others. We believe that godly character and the fruit of the Spirit are more important than an individual's gifts, abilities and expertise. (Ezra 7:10; Acts 1:1; Philippians 4:8-9; Colossians 3:1-17; 2 Peter 1:5-10; Micah 6:8)

14. YWAM is called to champion young people. We believe in their leadership and potential to change the world and are dedicated to equip them with the tools to do so. (Joel 2:28; Acts 2:17; 1 Timothy 4:12; 1 Samuel 2:18-19; 17:33-37; Daniel 1:4,8-9; Jeremiah 1:5-10)

15. YWAM is committed to team ministry. We recognize that functioning in teams at all levels of the organization provides an opportunity for balance of spiritual gifts and insights. (Ecclesiastes 4:9-12; Mark 6:7; Ephesians 5:21; Proverbs 15:22; Acts 15:22; Acts 10:25-26)

16. YWAM affirms personal responsibility and volunteerism, encouraging individuals to seek God for guidance and direction regarding ministry roles and methods of performing their work. We encourage personal initiative in these areas, making decisions together with their leaders, both YWAM and others. (Exodus 3:4; Isaiah 6:8; 1 Samuel 3:10; mark 1:17-18; Matthew 9:9; Acts 26:12-20)
17. YWAM is called to servant leadership. A servant leader is one who honors the calling of his/her followers and guards their rights and privileges. Just as Jesus served His disciples, we stress the importance of those with leadership responsibilities in our mission serving those whom they lead. (Luke 17:7-10; John 13:12-17; Mark 10:42-45)

1 to 2 year plan for the planting of a new YWAM base.....in Europe and beyond.

Joining the SPLD training process which means being part of the training times once a month. (See curriculum and schedule)

Currently our local ministries include work with the homeless, detached youth work, working with church youth groups, running a 24-7 prayer room for the city, work in schools, university CU’s, involvement in ethnic church plants, café/night club for teens as well as arts related evangelism on the city streets through out the year.

These are all designed to give leaders a wide breadth of experience enabling them to hone their skills, get valuable work experience as well as sharpening up their vision or calling.

Our yearly rhythm includes over seas missions opportunities both in taking teens away in the summer as well as involvement in the DTS outreach working as staff.

Another part of the SPLD process, especially in the first year is inclusion in a 2 week course called B2B. We have run this as an international ministry for 9 years now and it is an intensive and yet effective training programme. In the second year there may be a possibility to help to lead a B2B course. See attachment for more information of check out www.ywamb2b.org

If your vision is clear, for example; ‘I would like to plant a YWAM base in Paris’ then we would look at a 2 year time frame to work towards that goal. During that time frame the first year would be taken up with Local outreach, mentoring, involvement in YWAM York team life, SPLD lectures once a month, some kind of outreach overseas and completing the b2b course. Obviously you would be seen as a full YWAM York staff member and so would be part of meetings one morning a week as well as intercession and leadership discussions, etc. All staff work a full working week Mon. to Fri. with 3 weeks holiday time per year and 2 weeks extra at Christmas. Holiday time is separate from over seas outreaches!! Fees for this time would be based on basic staff fees for accommodation and food sharing a staff house in the area. There are staff fees of £15 per month for office expenditure and training. All of our staff are also expected to attend
national staff days or conferences where possible. This is always encouraging as it is good to network with other YWAMers.

During the first year we will have been working together on your vision statements and strategy for planting a new team/ministry. (This is if you are clear on where you want to go, but there is no rush in this process. Some people will have a sense of something but not know where it is, this is fine as the SPLD journey allows you to test out callings and develop your passion) This may include reconnaissance trips to the place you feel called to. If this is new by we are open to make room for local outreach there as well so you can begin your work there ahead of time or at least begin networking and praying in the area. This would be viewed as a team thing and so we would support you in this process as much as possible. If your chosen location is overseas then we would enable you to take some sort of team there as your over seas outreach. This may even be our DTS outreach location depending on how you would want to do it.

In the second year we would step up a gear and begin to focus on the process of planting. Our commitment to you would be to help you recruit a team which would include tours of the UK to share vision and staff opportunities. We would also seek to integrate you with the wider YWAM community, at in England if not broader a field. Carl is part of the leadership team for YWAM Western Europe and so our door openings in Europe are varied. To plant a sustainable team in any given location there are a number of things that need to be in place. YWAM England has a policy of a minimum of 4 people in a team as well as a certain levels of financial support. YWAM York is developing a financial grant system for new teams to apply to. This money will be up to £1000 and is specifically to help towards set up costs in the first year. These may include flyers/brochures, website set up and other administrative expenses. Some might perceive this to be making it too easy but after being there ourselves it is fair to say that the first few years of pioneering are challenging enough without the basic needs of websites etc. We received a few gifts that helped us and it made a big difference. We see this investment process as sowing seeds into long term ministry in a location.

This value would apply in helping you actually move to a location. It would be up to you to find some where to live or premises but hopefully this would come about as a result of previous networking you would have done over the 1 to 2 year SPLD process. We would seek to help you find furniture and help you decorate etc. This wouldn’t be perceived as doing you a favour but more that you would be a part of our team and therefore an extension of our team and therefore it would make sense to serve another team member as they step out into new things. When people leave home and branch out on their own, they become independent but they don’t stop being family.
YWAM York and the SPLD would sponsor you before the rest of YWAM England as a new team. This would mean a commitment to support you in your first few years of pioneering. This would include monthly visits, prayer support, standing with you in challenges, ensuring you are part of the wider YWAM family and leadership structure, helping you with paperwork and legal policies, providing ongoing staff training and advice (if you should require it) for any new staff you may have which would include allowing them to sit in on future Vanguard lecture weeks if travel should allow.

At some point during this process we would encourage you to participate in some kind of missions trip outside of the Western world. Some where like South America, Africa or Asia. This is key in providing you with a wider view of missions and culture. Even if your focus may be on the West, this would prove to be healthy in your development.

The SPLD process means to be a part of a discipleship community. It includes opportunities for study, small groups and one to ones but most importantly it includes a field driven emphasis that means not only are you learning in a classroom but there is weekly opportunity to apply the things you are learning in a variety of ministries that we are running or partnering with in the city of York. The aim is to tailor make your placements to fit the vision you may have in starting a work elsewhere.
Characteristics of a post-Vanguard (SPLD) leader;

- Identity in Jesus (secure and grown up)
- Personal responsibility (grown up)
- Responsibility for others
- Biblical worldview
- Seasoned (in leadership and ministry/mission/evangelism)
- Resourcing
- Empowering others
- Team ethos (able to build and lead and live in a team setting)
- Value based discipleship
- Networker and communications
- Personal vision, national vision, organisational/movement vision, Kingdom vision, embracing of vision

Assignments

There are four assignments to be written over the course of 2 years.

Year 1 - Assignment 1 - Personal vision/mission statement
Write up your personal purpose, vision and mission statements. These should bring clarity of direction that is future orientated. You may want to develop key words for the mission statements that sum up your desires, passions and gifts. Be careful that the purpose and vision statements aren’t too broad. The vision statement needs to be a concrete, actual specific measurable goal. (Remember SMART = Specific, Measurable, Achievable, Realistic, Timely)

Paper needs to be 2500 words in size 12 font and double spaced with adequate margin width.

**Year 1 – Assignment 2 - Mentoring approach paper**
The paper should include: your definition of mentoring, the areas you still require mentoring in and the kind of people you need in your personal development. (Remember that there isn’t a one size fits all mentor that covers everything, often there are different kind of people in our lives that mentor us in different ways). Share your key values for mentoring, those that you have already taken on board and those that you would like to establish as a mentor.
Think about your approach in terms of context (where, how), style (informal, formal, planned), Regularity, assignments (prayer, reading, study)

Paper needs to be 3500 words in size 12 font and double spaced with adequate margin width. Clear referencing.

**Year 2 - Assignment 3 - Self Leadership paper**
Reflect on your self as a developmental leader. Show your understanding of the different areas of personal development pertaining to ministry and leadership. Clearly show your processes of self analysis, reflection and personal application. This must include future praxis pertaining to your long term strategic plan.

Paper needs to be 3500 words in size 12 font and double spaced with adequate margin width. Clear referencing.

**Year 2 - Assignment 4 - Ministry planning and strategy**
This is a working paper outlining clear goals for future ministry and/or work in the charitable sector. It must include clear vision and mission statements pertaining to your project. Also include a full strategic plan covering 3 to 5 years and smart goals and strategies for over coming obstacles.
Paper needs to be 5000 words in size 12 font and double spaced with adequate margin width.

Dates for when assignments are due will correlate with lectures and will be given to you in advance.

*For Vanguard appendices see CDROM (can be sent in email as well)

**Book reading and reviews**

There will be four books that you will need to read over the two years of the course. These need to be read by certain deadlines but there as you only need to read two a year the time frames will be quite long! After each book you will be expected to write a short review, critiquing it, discussing what you have learnt and how you will apply principals in your own leadership.

**The books in reading order;**

1. Developing the Leader within you – John Maxwell (given to you)
2. Understanding Leadership – Tom Marshall (borrowed from library)
3. Developing the leaders around you – John Maxwell (given to you)
4. Mentoring for Mission – Gunter Krallman (borrowed from library)