The Garden Project

A Ministry of Freedom to Lead International



Module 4 Leading Change

Facilitator Manual



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Facilitator Instructions

Each module takes approximately **21 hours** to complete. Within each module there are **multiple sessions**. Timeframes are suggested for each session to help the facilitator manage the module presentation. The facilitator should not rush through each of the sessions, but should allow participants to spend time thinking about and responding to the various activities.

The role of the facilitator is to tell stories and lead discussions, rather than to lecture. The questions in each session are to be used as a guide for the facilitator to draw out leadership principles.

There are two manuals for each *Garden Project* module, one for the facilitator and one for the participants. The Facilitator Manual contains additional information. The Facilitator Manual has "Gray Box Material" notes. The Facilitator Manual also contains suggested answers to discussion questions in *italics*. All content in regular font should be reviewed with participants.

The information in gray boxes is for the facilitator and is not included in the participant manuals. "Gray Box Material" is to be used for two purposes. First, it highlights **background information** for the facilitator as a guide to the various activities that follow. Second, these boxes are to be used for **instruction** (for example, divide participants into small groups). "Gray Box Material" need not be read to the participants.

On the following pages are instructions for **How To Use This Manual**. In addition to section component icons and section activity icons, there are also images that can be used within the module sessions. Enlarged images are located in the back of the facilitator manual.

How To Use This Manual

This section on "How To Use This Manual" is included in the Participant's Manual. Please review this section with the participants.

Introduction

Greetings in the name of our Lord and Savior Jesus Christ! We welcome you to **The Garden Project** of Freedom to Lead International. As you participate in the module we hope you will learn Christ-centered leadership principles that will take root in your ministry. We pray for you as you interact with the leadership principles, ask questions, and learn from various Christ-centered leaders. Throughout our time together you are invited to share in these experiences and explore how you can apply the kind of leadership that Christ models for our ministries.

Session Components

The module sessions contain four components. Some sessions contain all four components, while others do not. It is best to avoid thinking of these as "steps." They are more like four links in a continuous process. Oftentimes, the participants will not notice moving from one component to the next. No component is marked by routine; each is full of opportunity for discussion and interaction. Yet each of the links in the process has its own – and important – role.



Hook – Focusing Attention: This component, most often at the beginning of the session, prepares the learner for the topic at hand. It gains attention, it surfaces a need, and it leads toward the information to be presented in the following step.



Book – Communicating Content: This component communicates the truth through a **biblical story**. It engages the learner in the subject at hand. All biblical passages are taken from the ESV and are numbered by verse.



Look – Making Application: This component **relates the truth to life**. It provides the opportunity to explore general meaning of the truth to everyday life.



Took – **Taking Action:** This step usually brings the session to a close with action steps. It encourages an application of the truth, motivating the learner to develop a plan of implementing what has been learned, and leading towards specific life change.

Session Activities

Within the four session components are several different activities used to encourage participant interaction. These include small group discussions, large group discussions, role play, and song.

Small Group Discussions – Throughout the module, participants will be divided into smaller groups for discussion and prayer.



Large Group Discussions – Participants will also have large group discussions that involve everyone. It is recommended that participants sit in a circle during these large group discussions in order to encourage interaction.



Personal Reflection – Additionally, participants will have a time for personal reflection.



Role Play – At various times, participants will be asked to participate in role play. Examples include acting out a biblical or contemporary story, or creating a drama that shows how a leadership lesson may apply in one's specific ministry context.



Song – Throughout the module, songs will be introduced to reinforce the leadership development principles. These songs are developed in the local language, song forms and instruments. The facilitator will play the recorded song for all to hear, and then play the song again, inviting all to sing along. The facilitator should make arrangements for mp3 song files to be copied to participants flash drives or to the mini SD cards on their phones. Facilitators will also have a copy of the song guidelines.



Images

In addition to the icons, there are also images that can be used. These images are in the module sessions and are also in the back of the manual. These images are large enough so that the facilitator can hold them up for participants to see during the sessions.

Stories

The primary way that these leadership development principles will be learned is through stories. There are three types of stories that are used throughout the module:

- **Biblical Story** These stories are from the Bible.
- Current Story This is a story, usually fictional, that takes place in modern day situations in specific areas of ministry.
- **Life Story** These are true stories from people's lives. Both the facilitator and participants will be invited to share Life Stories.

Module Schedule

Session 1: The Journey of Change

3 hours

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Change is necessary for the maturing people of God and for a reproducing church. This lesson reflects on Old and New Testament stories that demonstrate the necessity of ongoing change in the lives of both leaders and followers in the Body of Christ.

- Biblical Story: Exodus 3:1-14 Moses and His Encounter With God
- Biblical Story: Acts 1:3-11 Jesus and His Disciples after the Resurrection
- Song 1: Change Is Part of Life

Session 2: Change Is Painful

4 hours

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The experience of change is often painful because it is similar to death. Unfortunately, leaders tend to overlook the pain others experience in the process of change. This session helps leaders embrace the painful experience of necessary change as they prepare to lead others with greater sensitivity through change.

- Biblical Story: Exodus 3:1-14 Moses and His Encounter With God
- Biblical Story: Acts 1:3-11 Jesus and His Disciples after the Resurrection
- Biblical Story: John 12:23-24 A Grain of Wheat
- Biblical Story: Matthew 1:18-25; Luke 1:39-40,56 The Birth of Jesus
- Song 1: Change Is Part of Life

Session 3: The Ironsmith's Work: A Picture of Change

3.5 hours

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This session presents the work of an ironsmith as a picture of effective change. The ironsmith's process of changing a rod of metal into a field spade involves three essential steps: (1) softening, (2) molding, and (3) resetting.

- Biblical Story: Luke 4:38-39; 5:1-11 Jesus Changes Peter
- Song 2: Learning Change From the Lohar

Session 4: Gramin Masih Mandili: A Story of Change

3 hours

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Through a current story entitled "Gramin Masih Mandili, Jesus' three-step process of leading change – softening, molding, and resetting – is examined and discussed.

- Current Story: Gramin Masih Mandili
- Song 3: Come Lead the Journey of Change

Session 5: Gramin Masih Mandili: Applying Change

4 hours

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This session provides opportunity for participants to role play the contemporary story entitled "Gramin Masih Mandili" to apply the three-step process of leading change – softening, molding, and resetting.

• Song 3: Come Lead the Journey of Change

Session 6: Summary and Action Steps

3.5 hours

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This session invites participants to reflect on the module's key lessons, and calls them to commit to action steps that apply the three-step process of change in their ministry leadership.

Song 3: Come Lead the Journey of Change

Session Overview

The experience of change is often painful because it is similar to death. Unfortunately, leaders tend to overlook the pain others experience in the process of change. This session helps leaders embrace the painful experience of necessary change as they prepare to lead others with greater sensitivity through change.

• Lead participants in the following "Fold your Hands" exercise.



Fold your hands with your fingers together (as in the picture). As you fold your hands, which thumb is on top (left or right)? How does it feel?

How many have your left thumb on top? How many have your right thumb on top? Which is "the correct way"?

Now switch your fingers so that each finger is different with your other thumb on top. How do your hands feel now?

Change – even if it is small change like folding our hands differently – can be uncomfortable. Bigger, more important change that happens in our lives can be more than uncomfortable. In fact, change is often painful. Although leaders may tell others that change is beneficial, people still *feel* that change is unnatural and uncomfortable.

Think back to the story of Moses in Session 1. God called Moses from leading sheep to leading people, to lead the Israelites through an enormous change. Moses was to lead the Israelites to leave Egypt and enter the Promised Land.

2 Tell the biblical story about Moses and his encounter with God again starting from verse 10.

Biblical Story: Moses and His Encounter With God (Exodus 3:10-14)

[10] Come, I will send you to Pharaoh that you may bring my people, the children of Israel, out of Egypt."[11] But Moses said to God, "Who am I that I should go to Pharaoh and bring the children of Israel out of Egypt?" [12] He said, "But I will be with you, and this shall be the sign for you, that I have sent you: when you have brought the people out of Egypt, you shall serve God on this mountain."

[13] Then Moses said to God, "If I come to the people of Israel and say to them, 'The God of your fathers has sent me to you,' and they ask me, 'What is his name?' what shall I say to them?"
[14] God said to Moses, "I am who I am." And he said, "Say this to the people of Israel, 'I am has sent

10-13 Now, continue the biblical story about Moses and His encounter with God in Exodus 4:10-13

me to you."

Biblical Story: Moses and His Encounter With God (Exodus 4:10-13)

[10] But Moses said to the Lord, "Oh, my Lord, I am not eloquent, either in the past or since you have spoken to your servant, but I am slow of speech and of tongue." [11] Then the Lord said to him, "Who has made man's mouth? Who makes him mute, or deaf, or seeing, or blind? Is it not I, the Lord? [12] Now therefore go, and I will be with your mouth and teach you what you shall speak." [13] But he said, "Oh, my Lord, please send someone else."

Discuss the following questions as large group.



Large Group Discussion



Question 1: What did Moses say when God called him to lead the Israelites?

v. 3:11 – Who am I that I should go to Pharaoh and bring the children of Israel out of Egypt?

v. 3:13 – Who am I to tell the children of Israel sent me? What is his name?

Question 2: What excuses did Moses give to resist God's command?

v. 3:11 – "Who am I?" – I am not capable, I am not experienced

v. 3:13 – "...what shall I say.to them?" – I do not have influence; people do not listen to me

v. 4:10 – "I am not eloquent." – I do not speak or communicate very well.

Question 3: How do you think Moses felt when God gave him this task?

v. 4:13 – "Oh, my Lord, please send someone else."

He felt uncomfortable

He felt confused

He felt fearful

He was resistant, even to this good and proper change

Think back to the story of the followers of Jesus and His Disciples After the Resurrection in Session 1. As we read the story again, imagine that you are one of the disciples in the Upper Room. You have followed Jesus for three years during His earthly ministry. He has given you great hope of a coming Kingdom. But then you saw him killed by crucifixion. And now He is alive again, and He is in the room with you. Your hope is renewed for the Kingdom he promised. But instead of talking about the Kingdom, Jesus tells you to wait for the promise of the Father – the promised Holy Spirit who will come upon you to become witnesses in Jerusalem, Judea, Samaria, and all the earth.

• Tell the biblical story about the disciples of Jesus after the resurrection again.



Biblical Story: Jesus and His Disciples After the Resurrection (Acts 1:3-11)

- [3] He (Jesus) presented himself alive to them (the apostles) after his suffering by many proofs, appearing to them during forty days and speaking about the kingdom of God.
- [4] And while staying with them he ordered them not to depart from Jerusalem, but to wait for the promise of the Father, which, he said, "you heard from me; [5] for John baptized with water, but you will be baptized with the Holy Spirit not many days from now."
- [6] So when they had come together, they asked him, "Lord, will you at this time restore the kingdom to Israel?" [7] He said to them, "It is not for you to know times or seasons that the Father has fixed by his own authority. [8] But you will receive power when the Holy Spirit has come upon you, and you will be my witnesses in Jerusalem and in all Judea and Samaria, and to the end of the earth." [9] And when he had said these things, as they were looking on, he was lifted up, and a cloud took him out of their sight. [10] And while they were gazing into heaven as he went, behold, two men stood by them in white robes, [11] and said, "Men of Galilee, why do you stand looking into heaven? This Jesus, who was taken up from you into heaven, will come in the same way as you saw him go into heaven."
 - **6** Have participants retell the story. Then discuss the following questions as a large group.



Large Group Discussion:



- **Question** 1: As a disciple, what would you be thinking and feeling as Jesus disappears into the cloud? *Confusion, fear, loss of direction*
- **Question 2:** How does this outcome (Jesus' ascension) differ from what you expected of the kingdom to be like?

The expectation was for a political rule to occur physically in the near future.

Question 3: How do you as a disciple feel about leading this movement without the presence of Jesus in bodily form?

Unprepared, fearful, anxious, insecure, etc.

Change is often confusing and painful, even when God calls us to change.

The reality now seems uncertain, unclear, and still unknown.

One day during Jesus' earthly ministry, He was telling His disciples about an important change and

• Facilitator should quote the following verses from John 12.



painful experience that was to happen.

Biblical Story: A Grain of Wheat (John 12:23-24)

[23] And Jesus answered them, "The hour has come for the Son of Man to be glorified. [24] Truly, truly, I say to you, unless a grain of wheat falls into the earth and dies, it remains alone; but if it dies, it bears much fruit.

3 Discuss the questions below to draw out the story of the grain of wheat.



Large Group Discussion



Question 1: Can anyone describe the process a grain of wheat goes through in order to bear much fruit?

Allow for open discussion. But the following description should be given:

It is amazing that a dead seed can generate life. It is even more amazing that it can generate so much life – two bushels of grain can yield fifty bushels of wheat.

To get food from wheat, one has to thresh the grain off the head. The grain of wheat "dies" not by falling into the ground but by being stripped from the head. It will generate life only if it is pulled away from its old source of life and buried in the ground where moisture and nutrients will bring forth new life. Jesus says we are, just as he was, like a grain of wheat.

Question 2: Just before Jesus described the grain of wheat that falls to the earth and dies, He announced to his disciples that He was about to be "glorified." What change did Jesus have to experience before He was "glorified"?

He has to be crucified and die on a cruel cross.

Question 3: What physical and spiritual pain did Jesus experience as He died?

Participants may describe the crucifixion and physical death of Jesus. The emphasis here should also be on the pain of Jesus' separation from the Father during this experience (2 Cor. 5:21).

God's will for Jesus to be "glorified" required a very painful process of change.

Question 4: According to Jesus explanation, what change must a single grain of wheat experience before it can bear "much fruit"?

The grain of wheat must fall to the earth and die.

Jesus' lesson is that change – even good change that God wills - is often very painful. Change is painful for everyone because it requires a kind of death in order to experience the results.

Let's reflect on a story that demonstrates the painful process of change in the lives of two special people that God has chosen.

9 Tell the following biblical story of the birth of Jesus. Afterwards, have participants retell the story in their own words.

Biblical Story: The Birth of Jesus (Matthew 1:18-25; Luke 1:39-40, 56)

[Matthew 1:18] Now the birth of Jesus Christ took place in this way. When his mother Mary had been betrothed to Joseph, before they came together she was found to be with child from the Holy Spirit. [19] And her husband Joseph, being a just man and unwilling to put her to shame, resolved to divorce her quietly. [20] But as he considered these things, behold, an angel of the Lord appeared to him in a dream, saying, "Joseph, son of David, do not fear to take Mary as your wife, for that which is conceived in her is from the Holy Spirit. [21] She will bear a son, and you shall call his name Jesus, for he will save his people from their sins." [22] All this took place to fulfill what the Lord had spoken by the prophet: [23] "Behold, the virgin shall conceive and bear a son, and they shall call his name Immanuel" (which means, God with us). [24] When Joseph woke from sleep, he did as the angel of the Lord commanded him: he took his wife, [25] but knew her not until she had given birth to a son. And he called his name Jesus.

[Luke 1:39] In those days Mary arose and went with haste into the hill country, to a town in Judah, [40] and she entered the house of Zechariah and greeted Elizabeth...[56] And Mary remained with her about three months and returned to her home.

10 Have participants retell the story. Then, discuss the following questions as a large group.



Large Group Discussion



- **Question 1:** When Mary was told she would become pregnant and bear a son, where did she go? *She left her home and went to stay with Elizabeth.*
- **Question 2:** How long did she stay with Elizabeth in the hill country? She stayed for three months long enough to be noticeably pregnant.
- **Question 3**: When Joseph learned that Mary was "with child," what did he plan to do? Why? He resolved to divorce her quietly. This was a way to respect Mary and maintain his own honor.
- **Question 4**: What change did an angel of the Lord call Joseph to make?

 The angel called Joseph to believe and to obey the impossible: (1) that the child was conceived by the Holy Spirit and (2) to act on that belief by not divorcing Mary.

Question 5: Was this change painful for Joseph (and Mary)? Describe the pain they experienced when others learned that Mary was pregnant.

Encourage participants to describe the difficulties for Joseph (and Mary) when people learned of Mary's pregnancy out of wedlock. The emphasis here should be that God's will for Mary and Joseph to be the earthly parents of the Messiah required a very painful process of change. Many of their dreams for a normal life died in order for the Savior of the world to be born.

• In preparation for a role-play, discuss the following questions. Have the participants imagine what it might have been like if they were Mary's parents or the people of their town.

Role Play Preparation: Large Group Discussion

While hidden in prophecy, no one had ever heard of a "pregnant virgin." Mary had left home and been away for three months. As you prepare for the role-play, consider these questions:

Question 1: If you were Mary's parents, what would you think when you found your daughter pregnant after being away for three months?

Perhaps Mary had been physically abused by a man or had been immoral while away.

- **Question 2:** Would you believe your daughter when Mary said, "I have known no man"? *Participants may have a variety of answers. Allow emotions of anger, denial, and confusion.*
- **Question 3:** What would you say to your daughter? *Participants may have a variety of answers.*
- **Question 4:** The townspeople only knew Mary as a God-fearing, girl. She is now pregnant without being married. How would your opinion of her be changed? How would you now treat her? *Participants may have a variety of answers.*
- **Question 5:** Joseph chose Mary because she was a virtuous woman. How would you now feel if your betrothed is now pregnant?

Participants may have a variety of answers. Allow emotions of anger, denial, and confusion.

Question 6: If you were Joseph, would you believe Mary's story knowing that she has been away for three months?

Participants may have a variety of answers.

• Next, have participants create a role-play where Mary and Joseph encounter Mary's family and the townspeople. Depict the pain of dishonor and shame they experienced.

Role Play



● ● After the role play is completed, debrief together by discussing the following questions. Participants may have a variety of answers.





Question 1: What pain did Mary and Joseph experience as a result of the change that God willed for their lives?

Participants may have a variety of answers. Allow emotions of anger, denial, and confusion.

Question 2: What pain did Mary's parents experience as a result of the changes? *Participants may have a variety of answers.*

Question 3: What dreams or plans had to "die" for Mary and Joseph because of this change? *Participants may have a variety of answers. Allow emotions of anger, denial, and confusion.*

Question 4: What was the result of Joseph's obedience to follow God in this change? Participants may give a variety of answers.

• Divide into small groups. In these groups, have participants talk about the most significant change they have experienced in the past 3-7 years.

Small Group Discussion



In The Garden Project: Mentoring module we learned the importance of "telling our story." In groups of two, tell about the most significant change you have experienced in the past three to seven years.

Examples:

- Death of a loved one
- Job change
- Marriage
- Birth of a child
- Change in the church

Describe the experience.

Describe the pain you felt during the change experience.

• Volunteers should be invited to present the story of change that occurred in their life along with their thoughts and feelings in the process of change.

Large Group: Your Story of Change



● Have participants sing along to the song, "Change Is Part of Life."

Remind all participants that they can receive copies of the mp3 song files from the facilitator during your time together.

Song 1: "Change Is Part of Life" (repeat)



We are coming to realize that Christ-centered leaders have been called to change and to lead others through continual change to fulfill God's purposes. We are also realizing that change can be difficult, often resulting in confusion and pain before there is peace in accepting God's purposes.

To close this session, have participants divide into small groups to pray and commit to being "rice-field leaders."



Prayer and Commitment



The story of Mary and Joseph and our own experiences teach us that significant change is often difficult and painful. This lesson is true for our own lives, and it is also true for the people we lead. This lesson will help us as "rice-field" leaders to understand and to respond better to the pain that God's people experience as we lead them through change.

In small groups, pray and commit yourselves to be "rice-field" leaders. Pray that God will give you grace and strength to lead God's people with great sensitivity through painful change.

Session 3: The Ironsmith's Work: A Picture of Change

3.5 hours

Session Overview

This session presents the work of an ironsmith as a picture of effective change. The ironsmith's process of changing a rod of metal into a field spade involves three essential steps: (1) softening, (2) molding, and (3) resetting.

• As a large group, use the questions below to talk about the role of the ironsmith and how this image relates to leading change.



Large Group Discussion





Question 1: This is an image of an ironsmith (lohar). What does an ironsmith do? *Shapes metal or iron into useful objects.*

Question 2: What is the ironsmith's process to change a rod of metal into a field spade?

Heats the metal to soften it.

Molds the metal into the shape of a spade.

Cools metal so that it resets in the shape of a spade.

Question 3: What would likely happen if the ironsmith tried to shape the rod of metal into a spade before the metal was softened?

May damage his hammer.

May break the rod of metal.

Will not be able to shape the metal into a spade.

He will expend lots of energy and produce little change

Question 4: What would happen if the ironsmith did not know the desired shape of the spade as he began to work with the softened rod of metal?

The rod of metal could not be shaped into a useful spade.

He will have very little time to decide on the shape after the metal is soft

Question 5: Does the ironsmith keep the rod of metal soft forever?

No, he eventually takes the rod of metal out of the fire so that it cools down and resets into the shape of a spade.

Question 6: In the future, the ironsmith may decide to change the spade into another tool. What is the process for this change?

The ironsmith will go through the same process of softening, molding, and resetting again.

The ironsmith's three-step process – soften, mold, and reset - is also an excellent picture of leading people through change.

- Step #1: "Softening" people prepared for the change.
- Step #2: "Molding" people experience the change.
- Step #3: "Resetting" people embrace the change.

In the following biblical story, Jesus beautifully demonstrated these three steps as He led Simon (Peter) through the change process.

② Facilitator should tell the following biblical story of Jesus Leads Peter Through Change.

Biblical Story: Jesus Leads Peter Through Change (Luke 4:38-39; 5:1-11)

[38] And he (Jesus) arose and left the synagogue and entered Simon's house. Now Simon's mother-in-law was ill with a high fever, and they appealed to him on her behalf. [39] And he stood over her and rebuked the fever, and it left her, and immediately she rose and began to serve them.

[1] On one occasion, while the crowd was pressing in on him to hear the word of God, he was standing by the lake of Gennesaret, [2] and he saw two boats by the lake, but the fishermen had gone out of them and were washing their nets. [3] Getting into one of the boats, which was Simon's, he asked him to put out a little from the land. And he sat down and taught the people from the boat. [4] And when he had finished speaking, he said to Simon, "Put out into the deep and let down your nets for a catch." [5] And Simon answered, "Master, we toiled all night and took nothing! But at your word I will let down the nets." [6] And when they had done this, they enclosed a large number of fish, and their nets were breaking. [7] They signaled to their partners in the other boat to come and help them. And they came and filled both the boats, so that they began to sink. [8] But when Simon Peter saw it, he fell down at Jesus' knees, saying, "Depart from me, for I am a sinful man, O Lord." [9] For he and all who were with him were astonished at the catch of fish that they had taken, [10] and so also were James and John, sons of Zebedee, who were partners with Simon. And Jesus said to Simon, "Do not be afraid; from now on you will be catching men." [11] And when they had brought their boats to land, they left everything and followed him.

3 Have participants retell the story. Then discuss the following questions as a large group.



Large Group Discussion:



Question 1: According to 4:38,39 and 5:4-6, what did Jesus do to prepare

(or "soften") Simon Peter to change from being a fisherman to become a "fisher of men"? v. 4:38, 39 – Jesus healed Simon Peter's mother-in-law. In this way, Jesus demonstrated that he cared deeply for Simon and his family, and established a relationship of trust with Simon. v. 5:4-6 – Jesus met Simon Peter's need for fish, which was his livelihood. Again, Jesus demonstrated that Simon's needs were important.

Jesus "softened" Simon Peter by established a strong relationship of trust with Simon BEFORE He called Simon to become a "fisher of men".

Question 2: After Simon Peter was "softened" (or prepared) what major change ("molding") took place within Simon Peter's mind and heart (v. 8)?

When Simon Peter saw the fish, he also saw Jesus as Lord, and recognized that he was unworthy to be in God's presence. He was now ready to respond to Jesus' call.

Question 3: What did Jesus say to lead Simon Peter to act on the change ("molding") that had taken place in his heart (v. 10b)?

Jesus encouraged Simon not to be afraid, and called him to reach his Kingdom potential by catching men.

Question 4: How did we see that Simon "reset," or embraced the change from being a fisherman to becoming a fisher of men (v. 11)?

Simon Peter left everything, and followed Jesus. He fully embraced the change ("reset") with a new life and future.

It is important to note that Peter continued to be "softened," "molded," and "reset" throughout his life. Peter went through change in Acts 10 as he realizes Gentiles should hear the Gospel. He went through change again in Acts 15 as he champions Gentiles to become part of the Church.

• Have participants listen to the recording of the song, "Learning Change From the Lohar." Then, play the recording again and invite the participants to sing along. Remind all participants that they can receive copies of the mp3 song files from the facilitator during your time together.

Song 2: Learning Change From the Lohar

