

Foreword by:

ORI BRAFMAN

THE
STARFISH
AND THE
SPIRIT

Unleashing the Leadership Potential
of Churches and Organizations

Lance Ford | Rob Wegner
Alan Hirsch

A PDF COMPANION TO THE AUDIOBOOK

ZONDERVAN REFLECTIVE

The Starfish and the Spirit

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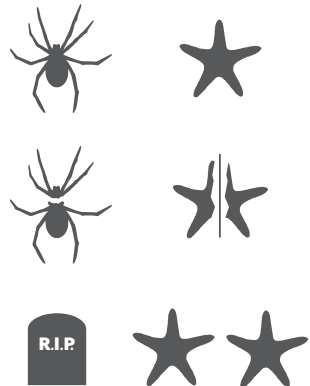
CHAPTER 1

Arachnophobia and Spider Bites

Figure 1.1



Figure 1.2





CHAPTER 2

Good Things Running Wild

Figure 2.1

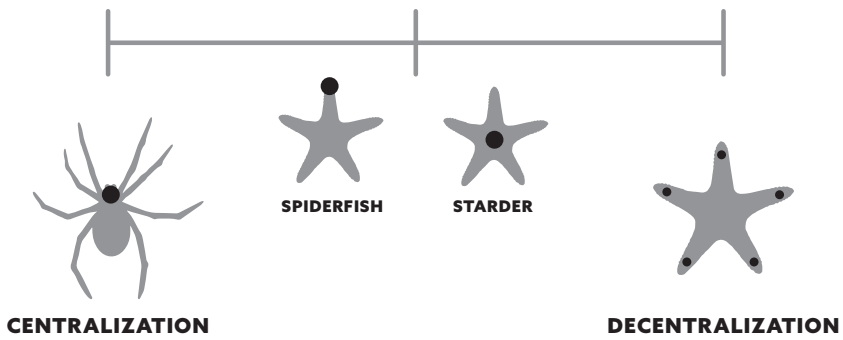


Figure 2.2

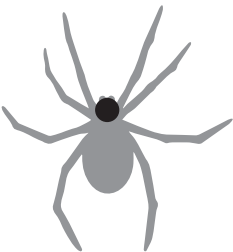


Figure 2.3

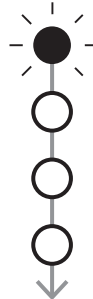


Figure 2.4



Figure 2.5

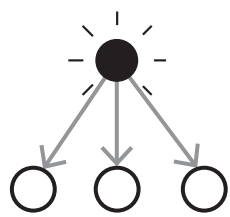


Figure 2.6



Figure 2.7

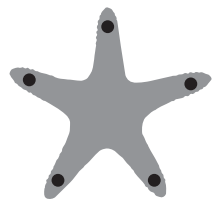


Figure 2.8

Levels 1, 2, 3, 4 and 5

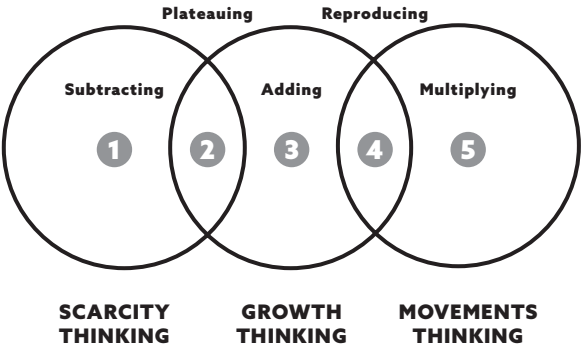


Figure 2.9

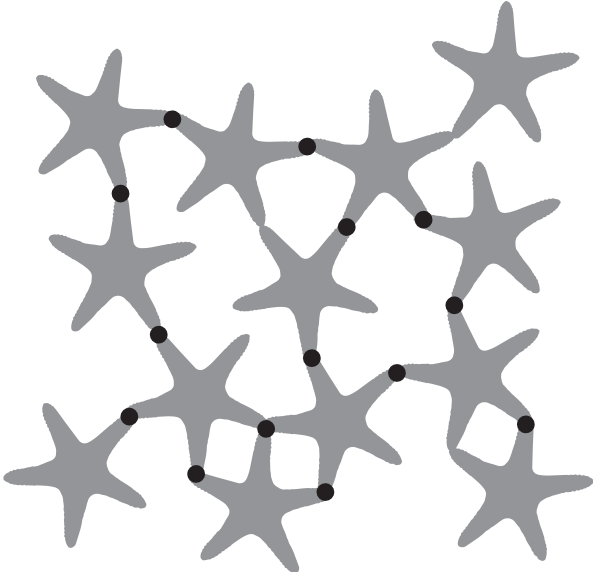


Figure 2.10



Figure 2.11



ADAPTED FROM A CHART BY JEREMY HEIMANS AND HENRY TIMMS

Table 2.1*—A Comparison of Power Dynamics

QUESTION	SPIDER	STARFISH
Is there someone in charge?	Yes. Depends on hierarchy. One leader/board locally, often with another larger hierarchy denominationally. Pyramids with a few leaders at the top.	No. Flat structure. Relies on influence rather than control. Multiplies leaders and leadership teams. Reproduces circles of leaders.
Is there a headquarters?	Yes. The church or faith community is strongly associated with one leader with centralized programs at a building. Church is an activity, building, or event, so we “go to church.”	No. Location is flexible. Church is spread out in every domain of society, making disciples and forming simple expressions of church that are connected with larger, more organized expressions of church that work to make the kingdom tangible. Church is an identity, so we can only “be the church.”
If you thump it on the head, will it die?	Yes. Take out the lead pastor/board/boss and it dies, unless you quickly sew on a new head.	No. If you take out the leaders, new leaders emerge because reproducing disciples, leaders, teams, and churches is normal.
Is there a clear division of roles?	Yes. Divided into centralized departments and programs with delineated staff and volunteer roles for people to fill. There are slots to fill to help run the centralized programs. Invite your friends to church so they can do the same. Reach and accumulate.	No. Anyone can do anything based on the development of character (fruit of the Spirit) and calling (gifts of the Spirit) in each person. Leaders equip everyone to discover their calling and develop their character. People are deployed into mission where they live, work, learn, and play, where they make disciples, form kingdom initiatives, make disciples, see microchurches emerge, etc. Equip and release.
If you take out a unit, is the organization harmed?	Yes. Every department is necessary, especially the weekend services. Remove the weekend services and the church disperses.	No. The network can rebuild itself and is connected like cells in a starfish’s body. Even without weekly weekend services, the collective of disciples and smaller expressions of church keep reproducing.
Are knowledge and power concentrated or distributed?	Centralized. Information and power are concentrated at the top with the lead pastor or lead team.	Decentralized. Information and power are dispersed throughout the network of reproducing disciples and churches.

Is the organization flexible or rigid?	Rigid. Has a lead pastor who fills the staff team, which runs the church. This structure will never change.	Flexible. The organization is amorphous and fluid, leading to agility, constantly growing, shrinking, mutating, spreading, dying, and rebirthing. New leadership teams are constantly emerging, which relate dynamically to other leadership teams in the decentralized network of the church, filling a city or a region.
Can you count it?	Yes. Weekend attendance and church membership in a particular location or brand of church are fixed and can be counted.	Not fully. Membership is fluid and open as disciples work together in networks and neighborhoods, even though they may connect with different congregations. No one can fully keep track of the discipling relationships and reproducing disciples, leaders, teams, and churches in the city or regional network.
How is it funded?	Centrally funded. Offerings come to center and are distributed, with a priority on the center. Without funding, departments or programs quickly die.	Self-funded. A liberated financial model where disciples, leaders, teams, and micro-churches are responsible for sourcing and stewarding funds. The need for resources at the center is minimized so the apostolic mission at the margins can be prioritized.
How does communication work?	From the top down, from the pastors through intermediaries. Important information is processed through HQ. The pastors are paid to be the experts endowed with special knowledge others are dependent on, who always have the answer. "All roads lead to Rome." Every church has its own pope.	From the bottom up, directly between the disciples, leaders, and churches in the network. The greatest learning happens at the edges, where discipleship and mission collide. Leaders facilitate collective intelligence by listening and reporting to the network. No roads lead to Rome because there is no Rome. Jesus is the head of the church.

* Ori Brafman, *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations* (New York: Penguin, 2006), 174–75). This original chart designed for business leaders has been reinterpreted for church leaders.



CHAPTER 3

The Movement Starfish

Reimagining the Church as a Missional Movement

Figure 3.1

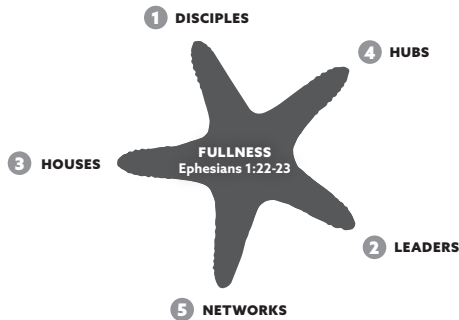


Table from *The Forgotten Ways*

	APOSTOLIC AND POSTAPOSTOLIC MODE (AD 32 TO 313)	CHRISTENDOM MODE (313 TO CURRENT)	EMERGING MISSIONAL MODE (PAST 10 YEARS)
Locus of Gathering	Doesn't have dedi- cated sacral buildings; often underground and persecuted	Buildings become cen- tral to the notion and experience of church	Rejects the concern and need for dedicated "church" buildings
Leadership Ethos	Leadership operating with at least a fivefold ministry-leadership ethos as in Eph. 4 (apostle, prophet, evan- gelist, pastor, teacher)	Leadership by institu- tionally ordained clergy, thus creating a profes- sional guild operating primarily in a pastor- teacher mode	Leadership embraces a pioneering-innovative mode, including a five- fold ministry-leadership ethos; noninstitutional by preferences
Organizational Structure(s)	Grassroots, decentral- ized, cellular, movement	Institutional-hierarchical and top-down notion of leadership and structure	Grassroots, decentral- ized, movements
Sacramental Mode (Means of Grace)	Communion celebrated as a sacramentalized community meal; bap- tism by all	Increasing institutional- ization of grace through the sacraments experi- enced only "in church"	Redeems, resacramen- talizes, and ritualizes new symbols and events, including the meal
Position in Society	Church is on the margins of society and underground	Church is perceived as central to society and surrounding culture	Church is once again on the fringes of society and culture
Missional Mode	Missionary, incarnational-sending church	Attractional	Missional; incarnational-sending; The church re-embraces a missional stance in relation to culture



CHAPTER 4

The Movement Starfish

Five Points of Multiplication

Figure 4.1

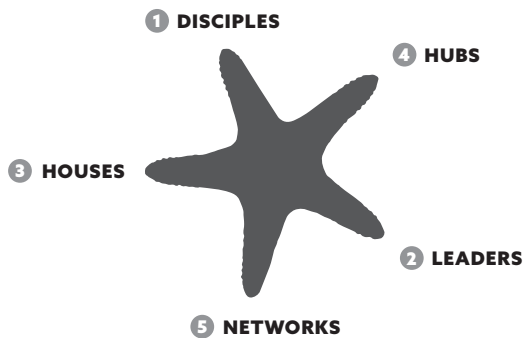
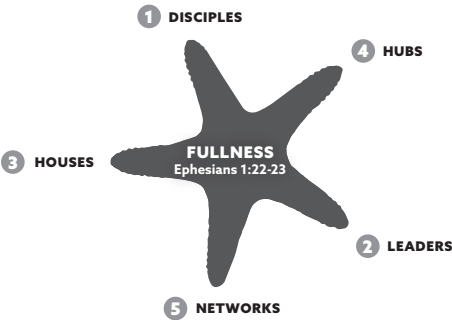


Table 4.1

HUB	HOUSES
More <i>organized</i>	More <i>organic</i>
Gathered	Scattered
An apostolic team, using a shared space for equipping and empowering the houses in a city or region	Extended spiritual families planting the gospel in neighborhoods and networks
More <i>formal</i>	More <i>informal</i>
More <i>structured</i>	More <i>spontaneous</i>

Five Points of Multiplication

Figure 4.2





CHAPTER 5

The Movement Starfish

What Makes a Movement, and How Do We Measure It?

Table 5.1

	DISCIPLE-MAKING MOVEMENTS	MOVEMENTS OF DISCIPLE-MAKING
Type of Growth	Viral and multiplicative	Viral and multiplicative
Generational Impact	Four generations on more than 1 strand	Four generations on more than 1 strand
Source of Leadership	Indigenous	Indigenous
Timeframe	Rapid explosion (occurs in 2 years or less)	Slow build (takes 2 years to start)
Outcome	Regeneration of the lost	Revival of the believer
Direction of Mobilization	From the harvest to the church	From the church to the harvest
Cultural Focus	Premodern/postmodern	Christendom/Christian subculture
Acts 1:8 Reference Point	From "Samaria"	From "Jerusalem"
Biblical Example	Woman at the Well	The Twelve
Archetype	Pauline	Petrine

Table 5.2*

CHARACTERISTICS	PAULINE (DMMS)	PETRINE (MDMS)
People skill set	Culturally savvy	Politically savvy
Primary metaphor	Pioneer	Mobilizer
Specialization	Founding	Refounding
People Orientation	Outsiders	Insiders
Response to status quo	High dissonance	Medium to low dissonance
Missional focus	To the nations	To the people of God among the nations
Leadership type	Entrepreneurial	Intrapreneurial
Assignment Duration	Shorter term	Medium to long term
Level of risk	High	Low to medium
Relation to Institution	Dissenter (change agent)	Agitator (change manager)

* Table adapted from Hirsch and Cathim, *The Permanent Revolution*.

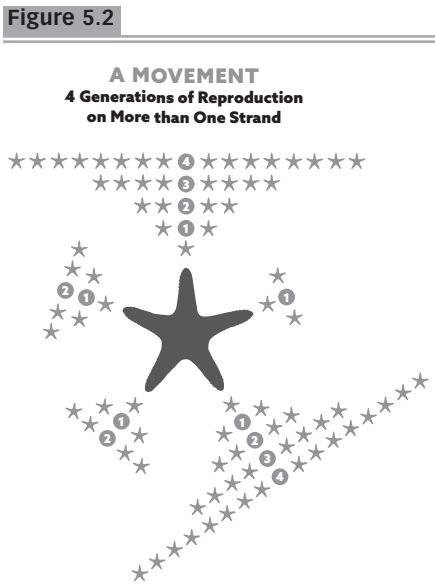
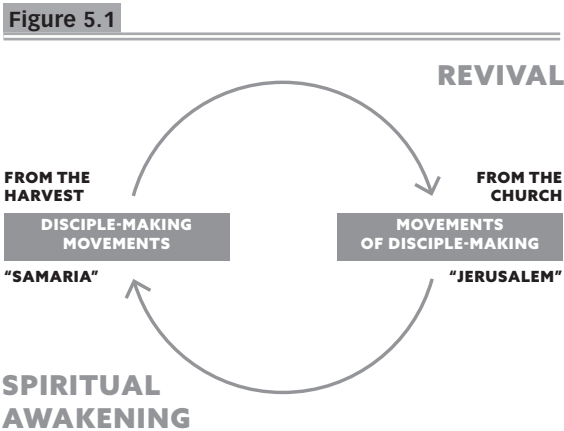


Figure 5.3



ADAPTED FROM A CHART BY JEREMY HEIMANS AND HENRY TIMMS



CHAPTER 6

The Light-Load Leader Starfish

Equipping Others and Distributing the Weight

Figure 6.1



Figure 6.2



Table 6.1

EQUIPPING	DIRECTING
Long-term	Short-term
Interactive	Reactive
Exponential potential	Limited potential
Mentors	Manages
Trains	Tells



CHAPTER 7

The Structure Starfish

Thinking outside Pyramids and Creating Circles

Figure 7.1

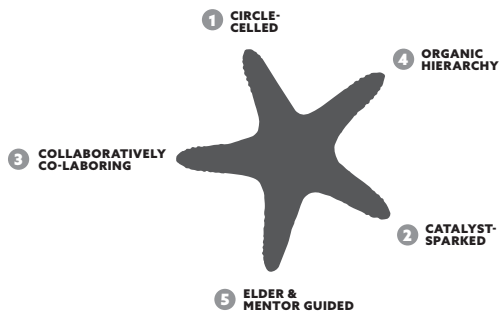


Figure 7.2



Table 7.1

SPIDER STRUCTURE	STARFISH STRUCTURE
Boss/manager	Facilitator/coach/mentor/equiper
CEOs	Catalysts
Employees	Coworkers/peers
Leaders	Servants
Rank-based titles	Role-based titles
Executives	Equals
Hierarchy of positions	Hierarchy of processes
Limited accountability	Multiplied accountability



CHAPTER 8

The Self-Management Starfish

Unleashing Freedom and Facilitating Order

Figure 8.1

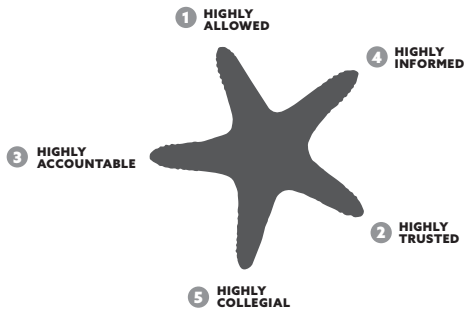


Figure 8.2



Table 8.1

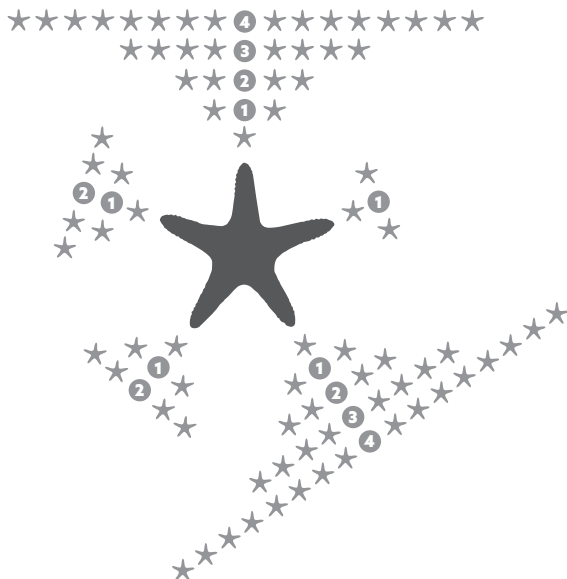
MANAGEMENT	SELF-MANAGEMENT
Limited access to leaders	Open access to anyone
Information guarded	No limits on information
Goals set by higher ups	Goals set by individuals and teams
Limited accountability (to bosses)	Mutual accountability (to all)
Corporate culture	Community culture
Power loaned out	Power acknowledged and permitted

SECTION 3

A Culture for Multiplying Disciples

A MOVEMENT

**4 Generations of Reproduction
on More than One Strand**





CHAPTER 9

The Disciple-Making Ingredients Starfish

Creating Environments and Mixing Ingredients

Figure 9.1

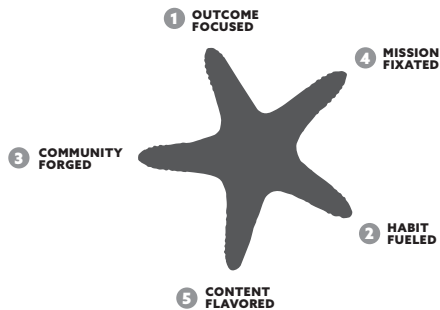


Figure 9.2

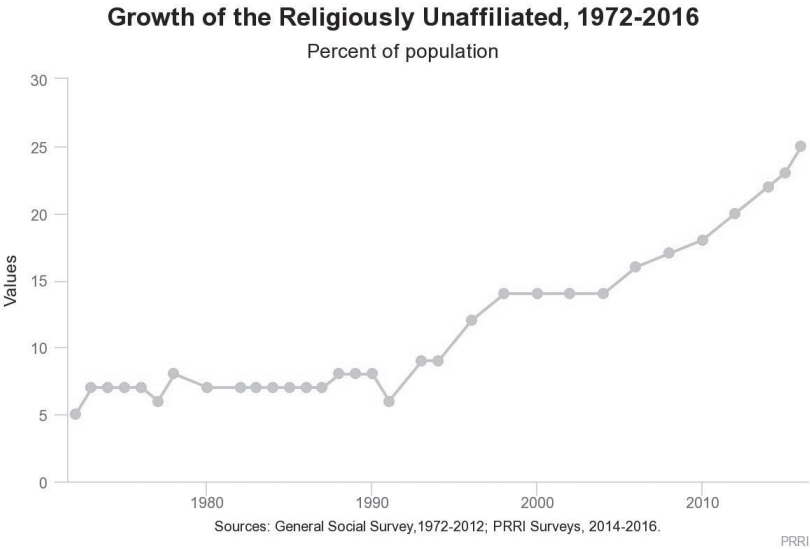
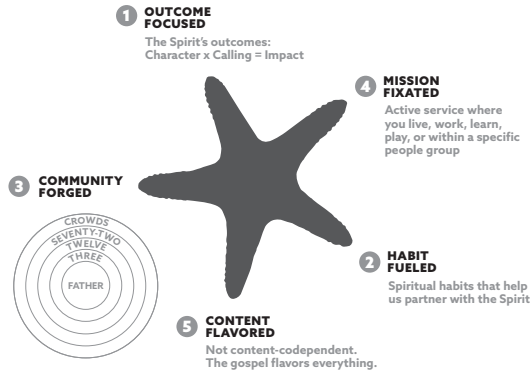


Figure 9.3



Figure 9.4





CHAPTER 10

Outcome Focused

Disciple-Making Environment Ingredient #1

Figure 10.1

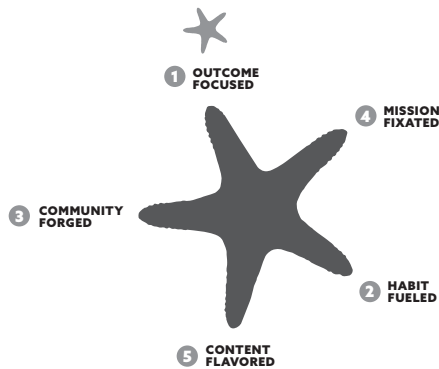


Figure 10.2

$$\text{Character} \times \text{Calling} = \text{Impact}$$

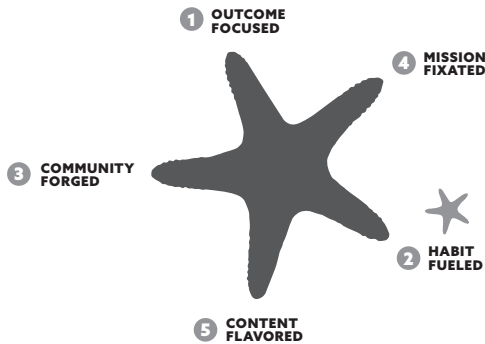


CHAPTER 11

Habit Fueled

Disciple-Making Ingredient #2

Figure 11.1





CHAPTER 12

Community Forged

Disciple-Making Ingredient #3

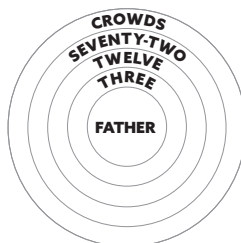
Figure 12.1



Table 12.1

CONTEXT	SIZE	FOCUS	DISTANCE
Public	100s	Engaging with an outside resource	12'+
Social	20–70	Sharing snapshots that build affinity	4'–12'
Personal	4–12	Revealing private information	18"–4'
Transparent	2–4	Living in vulnerability and openness	0"–18"
Divine	Alone with God	Being with your Creator and Redeemer	Inner world

Figure 12.2



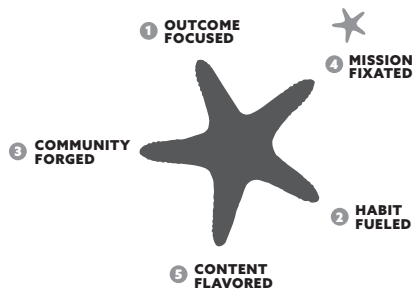


CHAPTER 13

Mission Fixated

Disciple-Making Ingredient #4

Figure 13.1





CHAPTER 14

Content Flavored

Disciple-Making Ingredient #5

Figure 14.1

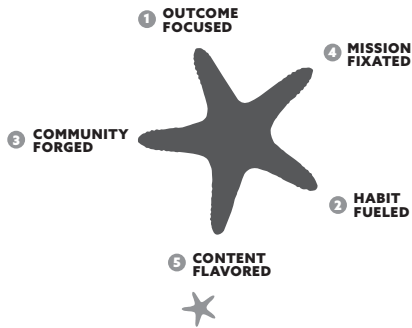


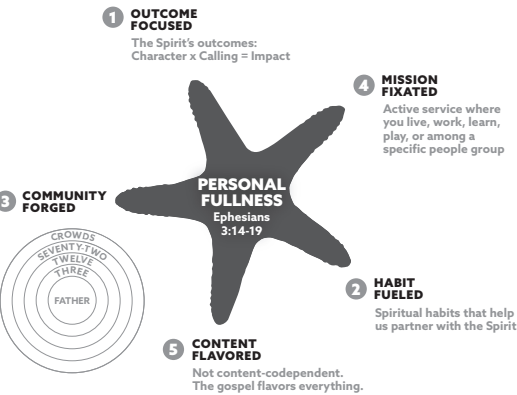
Figure 14.2



Shell: Jitze Couperus/flickr, CC BY 2.0; Pinecone: jiyuhan01120/pixabay.com, CC0; Aloe: visualsumo/pixabay.com, CC0; Leaf: i5a/flickr, CC BY 2.0

Figure 14.3

The Disciple-Making Ingredients Starfish: Creating Environments and Mixing Ingredients





CHAPTER 15

The Disciple-Making Ecosystem Starfish

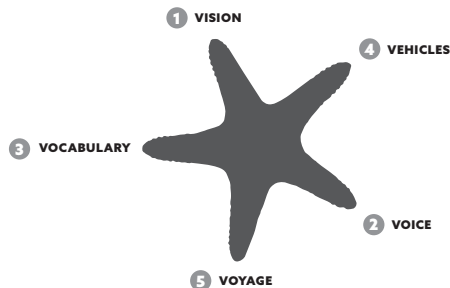
Balancing Elements and Cultivating an Ecosystem

Figure 15.1



Figure 15.2

The Disciple-Making Ecosystem Starfish: Balancing Elements and Cultivating an Ecosystem



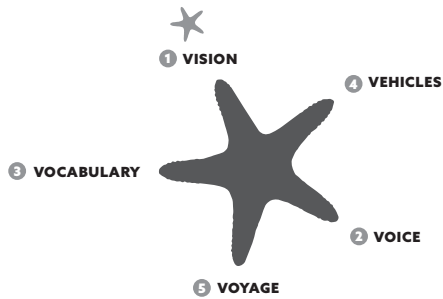


CHAPTER 16

Vision

Disciple-Making Ecosystem Element #1

Figure 16.1



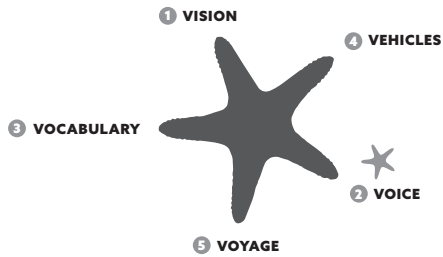


CHAPTER 17

Voice

Disciple-Making Ecosystem Element #2

Figure 17.1





CHAPTER 18

Vocabulary

Disciple-Making Ecosystem Element #3

Figure 18.1

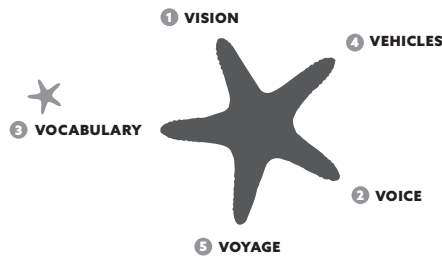


Table 18.1

INFORMAL		FORMAL
Discovery Bible Study Breathe and BLESS	Shapes & Symbols Story Diamond–Scripture Identity Triangle–Identity Impact Equation–Transformation Kairos Circle–Obedience Semicircle–Rest Prayer Circles–Prayer Spheres of Influence–Relationships Leadership Square–Reproduction 2 Out x 2 Up x 2 In–Community Practice Wheel	IDEs GPS Calling Assessment Followers Made Leaders Made Missionaries Made Microchurch LC
“From the harvest into the church”		“From the church into the harvest”



CHAPTER 19

Vehicles

Disciple-Making Ecosystem Element #4

Figure 19.1

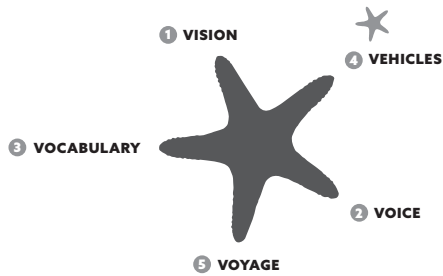
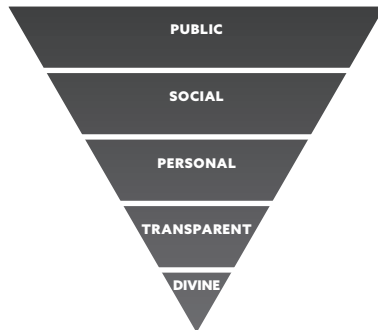


Figure 19.2





CHAPTER 20

Voyage

Disciple-Making Ecosystem Element #5

Figure 20.1

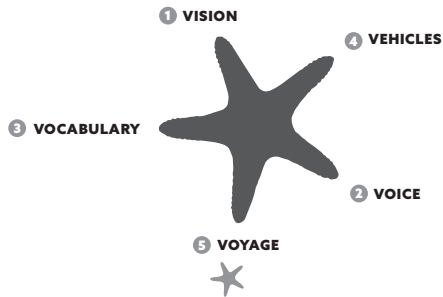
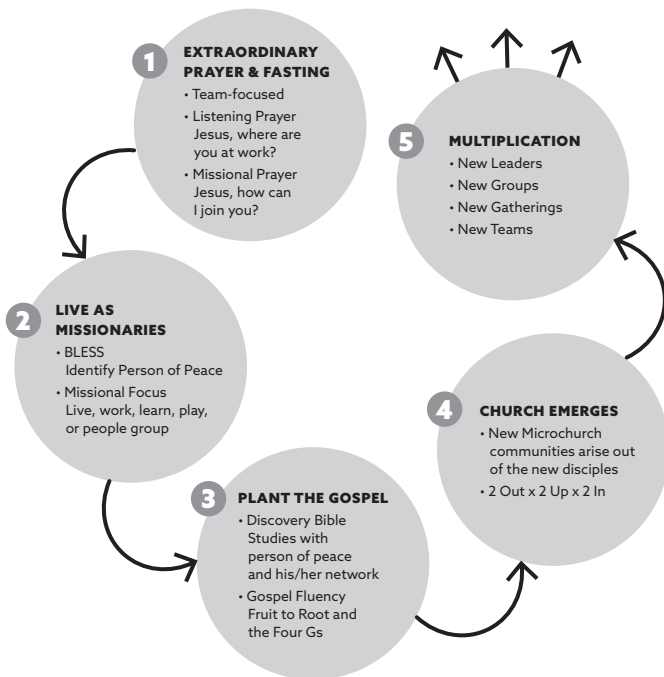


Figure 20.2





CHAPTER 21

The Collective Intelligence Starfish

Embedding Simple Processes and Becoming a Learning System

Figure 21.1

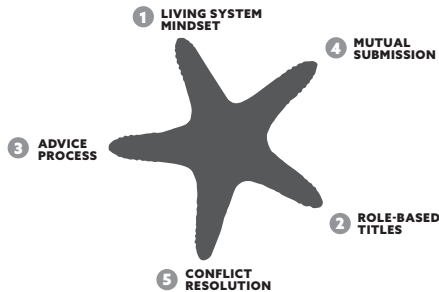
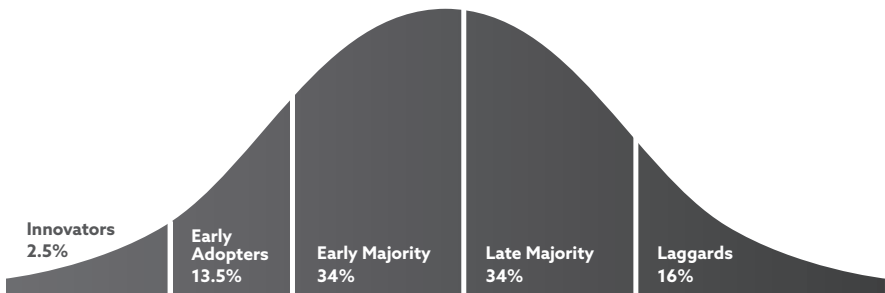
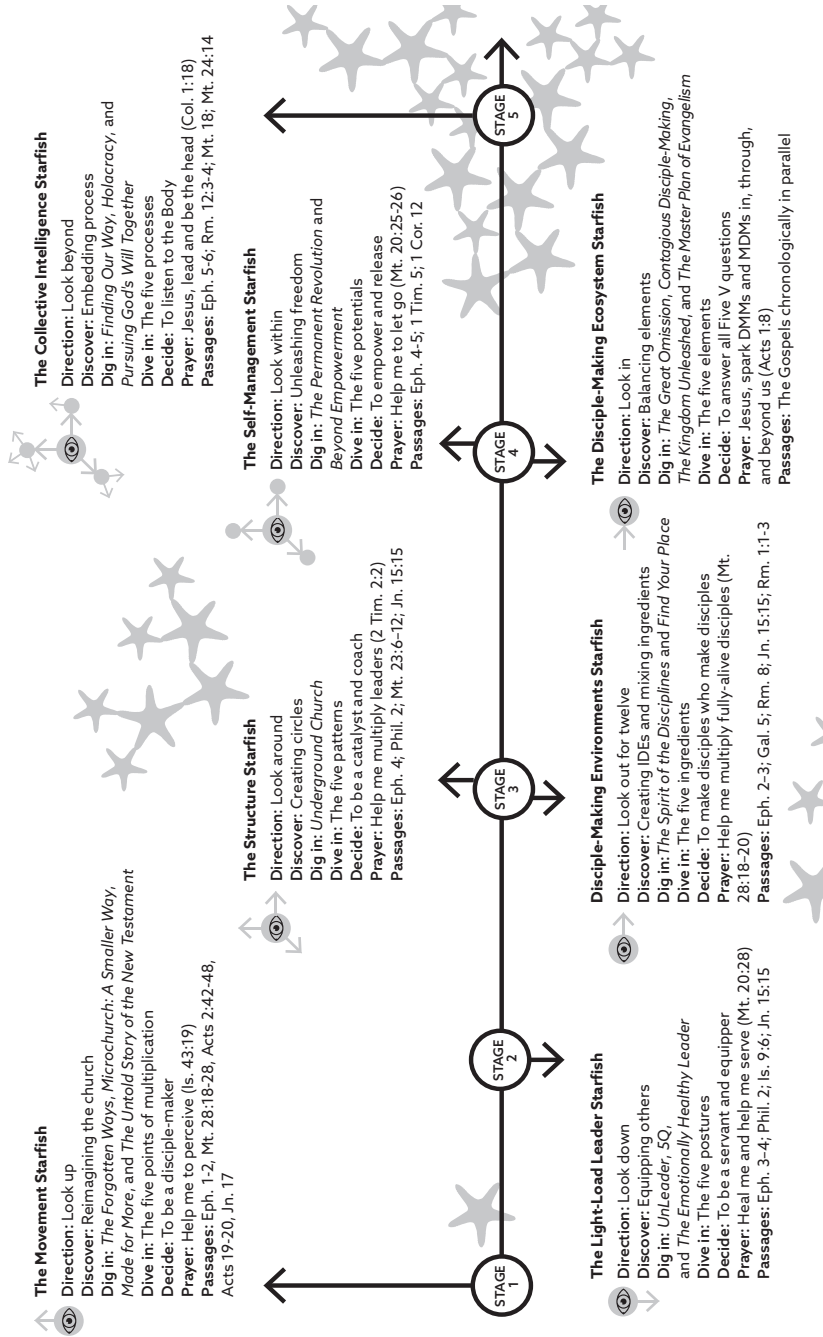


Figure 21.2



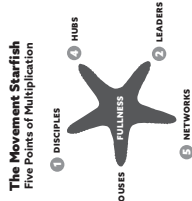
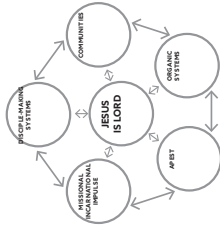
The Map of the Starfish Journey



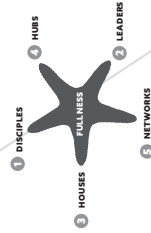
CONCLUSION

The Starfish Journey

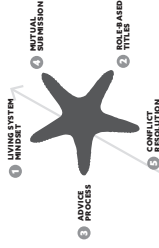
The Motion of the Starfish Journey



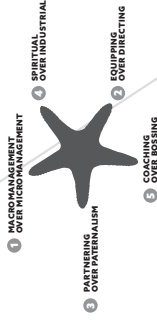
The Movement Starfish Five Points of Multiplication



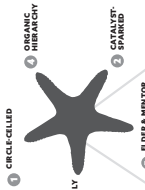
The Collective Intelligence Starfish Embedding Simple Processes and Becoming a Learning System



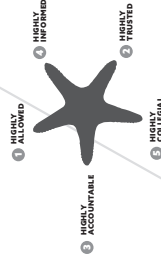
The Light-Load Leader Starfish Equipping Others and Distributing the Weight



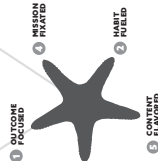
The Structure Starfish Thinking outside Pyramids and Creating Circles



The Self-Management Starfish Unleashing Freedom and Facilitating Order



The Disciple-Making Ingredients Starfish Creating Environments and Mixing Ingredients



The Disciple-Making Ecosystem Starfish Balancing Elements and Cultivating an Ecosystem

