

Area Leader's Digest

Recent Changes

The process to update the whole Digest is huge and takes time. The date on the following Digest does not mean the entire Digest is updated.

NOTE: This Digest is being gradually updated. The following pages are the only pages you need to print to replace and update your current digest.

2024

- Part 3 - [Insurance](#)
- Part 5 – [Political Guidelines and Protocol](#)
- [Chapter 5](#) - Children's Ministry section removed
 - **Please note:** Aglow Insurance no longer covers childcare.

2023

- Chapter 3 - [Contract Review contact in Vice-president of Special Events Job Description](#)
- [Chapter 11 - Advisors](#)
- [Page 105 - Insurance Contracts](#)

2021

- [VP of Special Events](#) (Chapter 4) – updated 4-21
- [VP of Leader Development job description](#) (Chapter 4) – updated 1-21

2020

- [Insurance carrier contact information](#) (Part 2) updated 9-30-20
- [Insurance carrier contact information](#) (Part 2) updated 7-21-20

2019

- [Insurance carrier contact information](#) (Part 2) updated 8-13-19

2018

- [Area Team job description](#) (Chapter 4)
- [Chapter 3](#) updated 3-19
- [Insurance carrier contact information](#) (Part 2) updated

The following Digest includes the updates. We suggest that you print the recent updates for comparison with someone who has an older version. If you have any questions, contact Druci at DruciAllen@aglow.org

THE AREA LEADER'S DIGEST



A Resource Guide for
Aglow Area Team Ministry

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Part 1

Chapter 1

The Area Foundation

Know Who You Are

Jane Hansen Hoyt received a word in April of 2006 while attending a retreat hosted by four Area Teams in California. A portion reads, “The Lord says, “From now on, know who you are. **Know who you are.**” Since then, we have heard Jane say many times, “Identity is the key to our transformation.”

Matthew 13:11 says, "It has been given to you to know the mysteries of the kingdom." We are His people; we are all He has. It has been given to you

- *To know*
- *To understand*
- *To walk with knowledge*
- *To understand the mysteries of the kingdom*
- *To know who you are*

This isn't some kind of game God is playing with us. Square your shoulders. You know the mysteries. You have understanding. You see from His point of view. You know who you are.

You are His people, called for leadership in this end time hour. You have an assignment to see others awaken to their place and their purpose so they can know who they are.

Many think, “I’m just digging around in the dirt down here trying to make a living, raise some kids, get along with my husband/wife and just make it through life.”

No, we have a message for mankind that will turn the world upside down! Everything you do, every meeting you hold, should be impacted with the Presence of God, filled with His Spirit, and excitement. - Jane Hansen Hoyt, 2006 - Leaders’ Summit, Milwaukee

We are moving from being this parachurch organization that other people have declared us to be, to becoming an apostolic movement in our own right. That means the way in which we build our Lighthouses drastically needs to change because we need Kingdom communities, not just places where we hide out from the world and encourage one another. Our Lighthouses must transform and pulsate with life as Kingdom communities that produces other Kingdom communities and Kingdom people until the whole earth is covered. – Graham Cooke, 2016 - Leader’s Summit, San Diego

I saw a lighthouse with a sign posted “under renovation”. That which had become worn and dull was being renewed and the colors were vibrant. The light in the lighthouse was being replaced with an upgraded model. In the spirit, I saw that this new light would be vastly more powerful. It would shine brighter; it would shine further than what it was able to do before. It will push back the darkness. It will reveal hidden dangers and it will give warning. It will become a beacon in the night which people will run to. They will want to see. They will want to taste. They will be drawn to the glory that rests upon you.

This is God’s lighthouse, He is the one doing the renovations which are inconvenient and uncomfortable, but very necessary..... Aglow is being upgraded big time. Its former light will be nothing compared to the new. The glory of what He is forming in the latter house – that is you. The glory that He is forming within us will be greater than the previous house. Aglow will reach farther. Aglow will make more impact for the kingdom than even the leaders have envisioned. Watch and see what the Lord will do....You are carrying something that the world has not yet seen. - Prophetic Word 2010

Prophecy is our history written in advance. It is God standing in our future telling us who we will be when we reach that point in time. Knowing our identity is the key to our transformation and that growing awareness has brought continual transformation.

Know who you are!

Little did we know that with the prophetic message given by Graham Cooke in 2008, another series of messages at the Leader’s Summit in 2011, followed by *GameChangers* in 2013, we were about to embark on a journey that would totally transform the face of Aglow in the earth. Knowing who we are from Heaven’s point of view has been the key to our transformation both personally, and corporately and has increased us in every way.

So, Who Are We?

We are:

- An Apostolic ministry assigned to bring the Kingdom of God to earth.
- We are people who carry the Presence of God wherever we go, shifting atmospheres.
- A pioneering movement mobilized by God with an assignment to deliver and prepare people for the end times.
- Warriors and champions who are arising as a company of *GameChangers* who are changing our game so others can be changed into His image.
- Beloved, trusted by God, and highly favored.
- A highly competent, powerful army who march with intentionality, passion and perseverance.

In 2009 Jane Hansen Hoyt said,

As a leader, a spiritual warrior, you know that every situation has been designed for us to discover God's Presence in a new and greater way. We walk in peace. We are untroubled and show forth calmness. We are confident in God's nature and His will for us. We know that foremost, we carry His Presence.

Because we live in two realms, we know every situation we face has two solutions. One solution is found in Heavenly places in Christ and that is the only solution that we want. So in every circumstance, we should be growing in a Kingdom mindset. The second solution is found in the earthly realm. We don't live from earth to Heaven. We aren't trying to pull something down. We are a people who live from Heaven to earth. We release the will of God from Heaven to earth.

On earth as it is in Heaven. This is our inheritance. This is who we are as a ministry.

As we have grown in a Kingdom mindset we have begun to see situations as God sees them. We think differently, seeing problems as opportunities filled with possibilities. Our language brings God on the scene and causes faith to rise in those around us. We are about discovering who God wants to be for us in every situation that we encounter.

Our prayers have changed and our declarations are aligning with the declarations being made in Heaven. We are no longer praying *towards* God, we are partnering with Him and making the *same* declarations Heaven is making. We begin every prayer from a place of victory, knowing that God is always for us.

In Norway in 2009, Jane said:

Every situation in our lives is designed to bring us into a greater revelation of God and for us to experience Him in a deeper way. We get to choose. He's designed it to bring us closer and we get to choose who we will trust and believe. Sometimes we have to make our minds stay focused. We get worldly reports. We look at the world situation. We look at our finances, situations with our family. God is saying, "Trust Me! I'm greater than all of that. It's time for us to have a greater revelation of who I am." Every situation is designed by God to bring us into a deeper revelation of who He is and who He wants to be for us.

Graham Cooke, author of a series on the Warrior, dedicated his book, **Coming into Alignment**, to Aglow. Hear what he said:

I dedicate this book to a great friend and fellow warrior, Jane Hansen-Hoyt, President of Aglow International and to all her compatriots in arms at H.Q. and the tens of thousands that she commands around the world, both men and women. I dedicate this book especially to the women of Aglow, people who have been around for years and have faithfully served, women who by their dedication and commitment have interceded for the church and the Kingdom. Without them we would not have gotten this far.

Aglow is an elite company of warriors, champions, commanders, Special Forces, and spiritual marines. Women are great fighters – tireless, dedicated, and consistent. There is an ancient curse

upon the enemy that he will always be beaten by a woman and by what she produces (Gen 3:14-15). The enemy may bruise her heel, but she will crush his head. Actually, I think it is more that she will so violently stamp on him that her foot will become sore.

No wonder then the violence that is perpetrated on women all around the globe. My association with Aglow has been of huge benefit to me. When you stand in front of these women you need to be moving in something majestic, because they will call it up in you!

They are passionate in their pursuit of intimacy with the Lord and ferocious in their battle against the enemy. There is a good reason why they are called girrrrls!!

Know who you are!

Jane said it like this:

*Aglow is at the sharp end of that fight (Gen 3:15) because it has primarily been a women's organization. But God has brought the men in as well **and together** we are about divine displacement of the enemy. It's why God's giving us an upgrade. It's why He continues to beckon us to live Heaven to earth. It's why He's giving greater revelation.*

The enemy has feared the call on the woman's life and he's worked hard to come against us. The enemy fears what God created us to be in the earth. Aglow is at the sharp end of this fight!

We always have been and we always will be.

Know who you are. Area Teams: Know who you are! Teach your Lighthouse Teams to: Know who they are! We have great purpose. We have been placed with purpose in our communities and it is time that we rise to a great place of governmental responsibility. We will bring influence into world situations from our identity. Stand firm in what God has woven into your DNA. Let it define you! Lift up your head and walk forth in confidence, knowing that the One who called you, has equipped you for this day. He goes before you into battle. He gives into your hands a sure victory. He looks upon you with great favor and all of Heaven is attracted to Jesus who lives inside of us. Victory is sure!

In Master Plan, Jane wrote:

Today, centuries and generations removed from Eve...a whole host of women are arising. These are women whose hearts are turned toward God, who understand their value and significance as women, who walk in their God-given authority, who embrace their place in God's eternal plan, who have begun to see things from His perspective, and who understand what it means to contend for His purposes to come to pass in their individual lives and in the nations of the world.

As the barrenness of women has been healed through coming to see ourselves like Heaven sees us, men have begun to take their rightful place in partnership with women to walk in dominion as first described in Genesis. God always intended that we would work as one to show forth His glory in the earth. Abraham could not become the father of many nations until Sarah's barrenness was healed. So has it been for mankind.

Know who you are, no longer bound by things on earth. You are of a different Kingdom, one that has no end. Sickness cannot touch you. Lack has no place. Strength is in your right hand. Trust. Believe.

And as you awaken to your true identity individually, your team must begin to relate to each other corporately out of that identity. We can no longer be a people who point out the negative behaviors of others. We have become a people who walk with the evidence of the Fruit of the Spirit in our lives and in our relationships. We see others as Heaven sees them and quickly remind them of who they really are when they are under an attack!

While we may not always agree, our love is unconditional. We stay in unity and we receive the blessing that unity brings. We walk as fully favored sons of God. His Grace causes us to be invincible!

Watchmen on the Walls of our Areas

*From one man He made every nation of men that they should inhabit the whole earth; and He determined the times set for them and the **exact places** where they should live. Acts 17:26*

As Area Team Leaders, God has placed in your hands a portion of land to watch over. From the above scripture in Acts, you can see that your placement in your area was with great forethought. He chose you and just like He sent Jesus to earth for a specific purpose, He sent you and those on your team with specific purpose to set the captive free and to make His Name famous. We are watchmen on the walls, changing atmospheres, releasing Grace, establishing safe places for the lost to come to know Jesus, healing the sick. We are becoming a body of believers that will display God's Glory like it was displayed in the Church in Acts.

The words God spoke to Joshua after the death of Moses ring true for your team today.

I will give you every place where you set your foot. No one will be able to stand up against you all the days of your life. Be strong and courageous, because you will lead these people (Lighthouse Leaders) to inherit the land. Joshua 1

You will bring reconciliation to the genders, lead many to Christ, and bring an understanding of the events of the world from Heaven's perspective. Governments will begin to seek you out because you have been prepared for this time. Build relationships with school boards, elected officials, and law enforcement. Neighbors will know where to come in their day of trouble. Now go and possess your land! Bring Heaven to earth and see your area transformed!

Possess Your Land

Webster's dictionary defines possess as "to take into one's possession; to enter into and control firmly; to bring or cause to fall under the influence, possession or control of."

Imagine that! God **expected** you to live where you live today. He **called** you to be a leader. He has **entrusted** you with the spiritual health of the land. He has **given** you a team to work with to see His plans come to pass for your area. He has given Lighthouse Leaders into your care for you to train and encourage.

Lead apostolically, realizing that you come from a long line of pioneers who have gone before you in Aglow. Expect to do new things never before done. Expect salvations as you reach out into each community with an evangelistic thrust. Expect to see new groups begin in each town within your area.

Equipping Lighthouse Leaders to transform their cities, while continuing to grow in their identity and raising up new Lighthouses, should be the primary focus of the Area Team. Every event should display the tangible Presence of God because are we carriers of His Presence! We are defined by His Presence! When we walk into the room, everything changes. Build that reality into those you lead.

From Headquarters to the Lighthouse, everything that God is must be visible through the people of Aglow. He has prepared us to be His visual aid on earth during end times. We walk in peace. We shift atmospheres. We bring Heaven to earth. We know our God and who He will be for us in every situation.

By answering the call to serve as a leader at the Area level, you became part of a vast network functioning under a strong apostolic anointing. As you move fully into the call and destiny that is upon Aglow, you will see the atmosphere of towns, states and nations change. What you are about is HUGE!

Possess:
*To enter into
and control firmly;
to bring or cause to
fall under the
influence of.*

Have a Kingdom Mindset

Do you know Aglow is a Kingdom ministry? And because it is a Kingdom ministry, we must have a Kingdom mindset. It has been given to you to know, to understand the mysteries of the Kingdom, because we are to bring the Kingdom of God to earth. God is not going to have you walk blindly. He wants you to know and understand who you are and what you are about.

It is important that you, as the leadership team, walk with the big picture, with a Kingdom mentality and a Kingdom mindset which functions under an apostolic anointing so that you can feed your nations, lead your areas in the United States, and lead this ministry forward from His point of view. - Jane Hansen Hoyt

Through the years, Jane has continued to draw our attention to the times in which we live. If we view world situations from what we hear on the news, read on the internet, or watch on television, we could find ourselves growing worried. Thank God that we live out of the new man and not the old man who is anxious, worried, fearful, and has no courage at all! We have been continually reminded that even though there is trouble in the world, God has not been caught off guard. He is in control of all things! He has planned provision for every assignment that He gives us. He has prepared us to step into every level of battle that rages. We know who we are and we know Whose we are!

Kingdom:
*The realm where the
Will of God is done.*

We Are a Military Unit of His Presence

In 2016 at the newly formed Central Region, Jane said:

We are at war and the times in which we live are very serious. We are a military unit of His Presence. We are an active member of His Body. We are actively preparing the way for His return. We have been called for this! We were called from our beginning. We thought we knew what we were about in the late 60's and early 70's. The final shift is in. The final army has been chosen and we are prepared!

In San Diego at the 2016 U.S. National Conference, Jane Hansen Hoyt said,

I want to say, this is not a Conference, it is not an event, it is an assignment. We are at war with an enemy who has set himself against the will of God. It is an anti-Christ spirit that wants to rule and I believe the enemy is being drawn out and there is a ripening of evil.

We are all on the front line of this war and God has given us spheres, territory, and authority. It is time to push out the boundaries of those spheres and the territory to begin to move out in the earth in an unrestricted way and begin to extend the Kingdom of God and begin to stand against the enemy saying, 'No! You have gone this far, your day is over, you are not going any further!'

We are at war. Whether we like to think in those terms or not, we are at war. God wants to do some mighty things and He wants to make Himself known in His glorious, majestic self. It will come as we dedicate ourselves and we commit ourselves to say, 'I am here. I will not walk out of this meeting with another agenda. I will not take my Aglow off in a different direction. I am going to be purposeful in how I lead my meetings. I am going to be one of those that says to Him you can count on me, and you can count on any of those that I lead, because we are going to make the ground and the atmosphere vibrate with the power of the Holy Spirit that is resident within us.'

Last year, Graham spoke about the difference between family and army. God has been talking to us about a mindset change of what we are about in Aglow. Everything that Graham has poured into us about our identity, how we view problems, and all of the upgrades that have come through him with GameChangers and LifeChangers – this truth has been to prepare us for this moment, this hour.

At the Leader's Summit in 2015, Graham taught two sessions on gaining an army mindset in addition to a family, relational mindset. The transcripts for these messages are available to download by going to the Aglow website. Look under Resources/Global Leader Development/2015 Conference messages.

In 2008, Graham Cooke said:

God needs and requires a company of people who are going to go off the deep end. He needs a company of people that He can use as a visual aid to the earth.

We are that company of people who are going off the deep end with God! He has called and we have answered, "Yes!" It is no longer business as usual. We have awakened to who we are and to who God will be for us in all situations. We are the family of God and we are the Army of God. We are relational and when the objectives require it, we are an Army that takes ground and keeps it!

One of the greatest dangers you will face as an Area Leader is that you will become satisfied with what your team has accomplished and you will not press in and "go off the deep end" with God. He has a plan for the area you lead – a Lighthouse in every town showing forth the beauty and Majesty of God. Your team and Lighthouse teams are to be part of a living visual aid of what Heaven looks like on earth.

You will find your team bringing Heaven to earth in so many ways, many of which you would never have considered in the past. You are a team of pioneers, forerunners, creators, inventors, ones who establish, ones who open up new territory, ones who break new ground, initiators, and ones who forge a way without a map!

A Company of Pioneers on the Move

As seasons change, stay in the move of what God is doing. One of the greatest hindrances to a new move of God is something of the old that still has the appearance of working. When God unplugs you from the past and rewires you for the future it is because you will be doing things differently. You *must* lean into Him to find the way because you haven't been this way before. Because Aglow was born of the Spirit in 1967, and has continued to follow where the Holy Spirit leads since that birth, wait upon the Lord and He will show you the way.

Graham Cooke said:

Whenever God begins to do something new, chaos comes to the order of what we are familiar with. Chaos comes to us because God is changing the order by which we know Him and by which we function with Him in gifting. There comes a point when the old way of doing things is going into the ground but the new thing is barely visible and God messes with our vision.

Leader of Aglow, mighty warrior, we have come out of the season of chaos! We know who we are! We are equipped for the end time fight. We know who God will be for us each step of the way. We see like Heaven sees. We think like Heaven thinks. We speak like Heaven speaks! We are pioneers,

not settlers! The words, “that is not how it was done in the past” have been removed from our vocabulary.

Prophecy is History Written in Advance

Our heritage is rich with prophecy. God stands in our future telling us who we are becoming in the earth. He has deposited into our hands truths that are turning the world upside down, just like the early Church in Acts. God expects us to take those prophetic words to heart and partner with Him to see them come to pass.

While we are moving into a season where God is giving clear vision regarding relationship with Him rather than vision with how we are to function, we can use prophetic words that have been spoken over the ministry to clearly define who we are. Your team will have a Lighthouse in every town and village, city and community in the boundaries of your area. Expect it! Pursue it! Speak about it! You are partnering with the plans of God for your area.

I am going to describe to you what I saw in the Spirit. I saw a Lighthouse in every city, in every state, in every country on the whole planet. I saw the beam of that light going around and connecting with the Lighthouses around it. It became a wall of pure light that surrounded the whole world. And that light illuminated the darkness and the name of Jesus was glorified and the power of God was brought down out of the Heavens. The glory of God was revealed to men and all men saw it together. April, 2006

Area Teams who **know who they are** and where they are going will find a way to see this word come to pass. Begin to grasp the power and authority given into your hands. All teams will have obstacles to overcome – turn them in to possibilities like Caleb who said, “We should go up and take possession of the land, for we can certainly do it!” Take time to lean in and hear what God is saying. God wants us to occupy, to guard, to keep what He has given us, and to possess new land!

Not Business As Usual

In an email to intercessors, Jane Hansen Hoyt said:

Don't let the only thing you do (as a team) be praying for healing or functionality. Pray for revelation. Pray that we (as a ministry) will enter a place in God we have never been before. The enemy tries to scare us. He wants us to be affected by the affairs of the world. He wants to remind us of past failures, but I say to you, THIS IS A DONE DEAL! The prophetic words God has spoken over the ministry are coming to pass. We will be in the earth what He has intended.

Jane also said:

God is calling the body of Aglow to serious business. It will be a time of greater laying aside of some things. It's a serious, serious time. God is calling us to a dedication and a depth of holiness unlike anything we have ever known. It is a time to seek Him. And it is a time to know and hear for yourselves as teams. No longer is it business as usual.

I'm talking about the depth of Almighty God speaking in the depths of your spirit in a way that breaks your heart. When I think of Saul, who became Paul, the Light cast him to the ground. It caused him to fall before Almighty God before the Light gave him the ability to perceive.

It's a time of humbling.

It's a time of bowing low before Him.

It's a time of intense listening.

And whatever He says to you, Do it. You dare not turn back and walk in old ways. This is a new and very different hour.

And in 2016, she said:

God has given us spheres of influence, territory, authority, and it is time to push out the boundaries and move out in the earth in an unrestricted way. Extend the Kingdom of God. Stand against the enemy say, 'No! You have gone this far and you are not going in further. Your day is over!'

Linda Jones, Executive Director of the U.S. Field/Chief of Executive Relations continually reminds us although the lights have long gone out in “real” lighthouses along the coasts of America, those lighthouses still stand as monuments to the shipwrecks they long ago averted. Linda said, “The same is true for Aglow Lighthouses that have closed. In the Spirit realm those Lighthouses still stand. They wait for leaders to return. We need to go in and possess our land!”

Remember: We are not settlers. We are blazing new trails for others to follow. We have taken to heart the seriousness of the hour and the call to be watchmen on the wall.

There is no other agenda than the one to which the Lord has called Aglow. Don't try to take your Area, your Lighthouses off in a different direction. Be like Headquarters in that we choose speakers who speak into who we are in the earth. Be purposeful in how you lead and how you present Aglow at your Area events. God is counting on you to make the ground and atmosphere vibrate with the power of the Holy Spirit Who is resident within us.

Worship over Lighthouses. Worship over leaders. Worship over finances. Worship and allow God to open your eyes to the new ways that He wants to release His Spirit into your area. Begin to declare that the apostolic anointing that is over this ministry will change followers into leaders who will begin to take their rightful place in the ministry of Aglow. He has equipped us for this day! He has revealed to us how we are known in Heaven.

Clear Communication is Imperative for an Army

The vision and purpose of Aglow has been confirmed through the years by prophetic words and messages from many different apostolic and prophetic voices, sent through the Holy Spirit to the ministry. Recognized as an apostolic leader by renowned members of the Body of Christ, Jane Hansen Hoyt picks up threads from the various words and messages along with insights she receives through prayer, study, and mediating on the Word. Through conference messages, letters to the field, e-blasts, blogs, and Facebook posts, she continually releases a sound that reveals the heartbeat of Heaven. It is a clear sound for all to follow.

This vision is received by Aglow leaders at every level. That vision is spoken into nations by National leaders, into regions by Regional leaders, into states by State leaders, into areas by Area leaders, and into local communities by Lighthouse leaders. With that intentional response and delivery, the plans of God are released on earth in such a way that we deliberately align our realm of influence with Heaven's purposes and, most importantly, we are all marching to the same beat.

Shelly Morales, Central Regional Director had this experience,

I was walking through our pastures in the early mornings to pray and worship. Our dog, Tyson, was with me. As we neared a stand of thick brush with some very tall grass in the middle of it, something felt different and I stopped dead in my tracks. Tyson, who is not usually one to hold still for long, stopped still, too, and cocked his head, listening intently. It was actually so quiet in these early morning hours there was so sound at all, but something was definitely up.

I wondered if I was missing something Tyson was hearing, and then I realized what it was.. There was a constant, intense vibration. I followed the direction it seemed to be coming from, and Tyson got very antsy, trying to jump on my legs, not wanting me to go further. As I got right by the stand of brush, the vibration was palpable; I could feel it vibrating down deep in me. I could hear it, too, and it was so powerful it filled every bit of hearing capacity. I wasn't fearful and didn't feel a check in my Spirit, so I pushed on into the brush and suddenly it became clear what it was.

Thousands and thousands of honey bees, clung to long strands of grass, piled on top of each other on available limbs, hanging on anything they could get a hold of...in fact, now that I knew what I was looking at, I realized they filled every open space in this tight stand of brush.

And they were buzzing! However bees make their sounds, they were buzzing, all together. Not one of them stopped for a second. They put their whole beings into it. As I watched, it seemed incredible that such a small creature could produce such a mighty sound and it felt like my insides were vibrating. Together, the bees were a formidable force, waiting for the commander to lead them into new territory.

The Holy Spirit dropped into me the word Chuck Pierce had for us several years ago. I looked it up and then re-read Jane's blog where she quoted from it. It said, "There is going to be a new move of God through every women's structure in this earth. My miracles in the days ahead will come from women standing in the midst of the honeycomb and speaking My Word in a way that

My Word has never come forth in the earth! And when you do that, the enemy will be able to only go so far and not be able to go any further."

Jane also shared some of what was spoken over her at Chuck's Head of the Year conference that year, "I saw the Lord transmit the anointing that was on you into the whole meeting. I saw the feet of people being released. Wherever the soles of your feet step, I will soften the ground. I will open up that place and release the anointing of honey on that place. I will sweeten the ground because of you and I will bring healing to a whole generation."

As an Area leader, you will begin to hear a sound like this when you attend conferences and regional events. It will be a sound that grows within you as you hear the vision repeated in expanded ways and made into personal revelation. It is a sound or thread that will be woven into your DNA and you will find yourself releasing the same sound as you speak to Lighthouse leaders. In that way, the entire ministry of Aglow will speak with one voice, making one sound. And we will be a formidable force in the earth!

Conference Messages

Each year Area Teams will take the responsibility to purchase a set of conference DVDs that include the Leader's Summit and will require all existing Lighthouses whose leaders did not attend conference, along with all new Lighthouses that will start that year, to hear the vision from conference. Lighthouse leaders must understand the importance they carry in their communities. All groups must know who they are!

Presenting these messages to Lighthouses and others is an excellent way to make sure you are speaking forth the same sound into your area. We ask you to:

- Watch the messages, again, as a team, so that you are well able to speak that same message as you share with Aglow groups.
- Make a date to watch the DVD with your Lighthouse leaders, especially those who did not attend conference. If Lighthouse leaders do not recognize the size, the power, and the authority packed into Aglow, they will not function as God intends them to function.
- Go through any discussion questions that come with the transcripts of the messages (found on [aglow.org/Resources/Global Leader Development](http://aglow.org/Resources/Global-Leader-Development)) and feel free to tailor the questions to the needs in your area.
- Show portions of the messages at Area events. As you do this, many women and men will become exposed to what God is doing in Aglow throughout the world who may not attend a Lighthouse group. Expect them to catch the vision and become part of many new groups.

Each Aglow Team must function from the same page, understanding who we are and what God has placed into our hands. These DVDs, along with the transcripts and discussion questions, are tools to use as you train Lighthouse leaders.

Area Team Responsibilities

Because there are many Lighthouse leaders who have never attended a conference, it is vital you bring the sound of conference and the DNA of the ministry to your people. As an Area Team, it is one of your main responsibilities. Take time at each event where Lighthouse leaders are gathered to expand their vision, not only for the ministry Global, but for their individual communities as well. Lighthouses should be impacting their communities with tangible results that show transformation is occurring.

In Debbie Macomber's book, One Simple Act – Discovering the Power of Generosity, she tells what her local pastor once said, "We don't want to attend church. We want to be the church." That is what a Lighthouse should also bring to the community. It isn't about a monthly meeting. It is about being like Jesus when He went out among the people and gained entrance into their lives. This same pastor asks this question of his people, "If our church were to close down tomorrow, would anybody notice?" That is a question each Area and Lighthouse leader should ask each other. If our Lighthouse closed down tomorrow, would anyone in the community notice we were gone? If our Area Team was dissolved, would Lighthouse leaders notice?

God has placed you where you are with great purpose. Be intentional in all you do.

The responsibilities of the Area Team are extremely important. While the Lighthouse is the face of Aglow to the community and the place of hands-on ministry, it takes the leadership of the Area Team to ensure that the vision of the ministry is being cast in every community. Build strong relationships with Lighthouse leaders. Know them and let them know you. Be a leader who speaks faith-filled words as you lead. Be a leader who sets a good example by serving and keeping open communications. Make sure your team is more about relationship than rules. Set the example by having gone through *GameChangers* and *LifeChangers* as a team who completed their assignments.

This chapter will conclude with comments from Graham Cooke's 2016 message, *Cultivating Leaders for Times of Chaos*, at the Leader's Summit:

It is not enough for us to wait until the war comes to us. It is here. It is on our streets and it is in our neighborhoods....we must find a place to make a stand. We cannot act as blind people any more. We cannot simply go to our meetings and hope that something is going to happen. YOU have to turn up! That is why GameChangers and LifeChangers is required. Those teachings will bring transformation in your inner man. If we aren't transformed, we will not rise up, but we will always find an excuse. We need Aglow people to rise up by recognizing the battle raging around them and to step into it.

Chapter 2

When Leaders Lead

On the 2017 trip to Israel, Jane Hansen Hoyt made this statement, “I believe that we are an appointed people living in an appointed time to prepare the world and to prepare Israel for the coming Messiah.” Everything we are about as Aglow leaders is to equip those in Aglow by lifting them to a higher place to stand in the face of modern-day Goliaths while reaching out to those around us to bring them into a living relationship with a living Father.

Jane Hansen Hoyt has spoken many words of wisdom to Aglow leaders through the years. We have heard both Jane and Graham Cooke make impactful statements like ‘Identity is the key to our transformation’, ‘Know how you are known in Heaven’, ‘Time is short. Give yourself to the reading of the Word.’ It is imperative that we, not only remember these words, but that we align with God’s proclamation of who we are, and we allow the way we are known in Heaven to transform our ability to lead with confidence.

Speak words filled with life, faith, and identity

Listen to what Lighthouse Leaders are saying. Listen to the words that you are speaking. Words can bind us or set us free. Speak out of faith, not fear, for fear robs our faith. We must speak the language of the next dimension!

Because we are building leaders who know who they are from Heaven’s perspective, and who relate to others out of our position in Christ rather than our behavior or performance, we are requiring all those who are coming in as Aglow leaders to go through *GameChangers*, a powerful, personal leader development tool that is creating a new dynamic in Aglow. (Those who have not been through the material are welcomed as leaders and have 6 months to begin the courses.)

God has said to us prophetically that there would be a Lighthouse in every town and new Lighthouses are being birthed out of *GameChangers* groups. Invest your time in processing groups that are raising up new, confident leaders. You will find that you will grow in your personal identity as you grow relationally with those you lead.

There is a glory to your life that the enemy fears... he has resisted that glory since the time of your birth.

Know who God says you are. Remind each other. Instill this in Lighthouse Leaders. There is purpose to all we do and time is short. God has placed us in our communities to bring forth His glory. (Acts 17:26) Stand with authority, purpose, and confidence where He has placed you. The only thought to have about your community is the thought God is having. That is bringing Heaven to earth!

We are an emerging army of God who recognizes that we are at war.

We recognize that God has been doing mighty things in us. We have been learning how to transition between being the family of God that recognizes the war we are in and the army of God that is rising to fight this war.

Everything about us is changing. Our prayers have changed. We no longer pray like a widow who hopes something will happen. We listen in to the conversations taking place in Heaven and we make decrees that align with Heaven and bring the purposes and plans of Heaven to earth.

We recognize that time is short and Jesus will return soon. However, we are not looking to be rescued out of the chaos of our day; we are the calm in the midst of the storm that is bringing the Gospel into every community with signs and wonders following us. We expect souls to be saved. We expect to disciple them in the powerful truths of *GameChangers*. We expect to awaken people to have a global vision from a Biblical perspective. We are changing the atmosphere of our day by calling things out of the unseen realm into the seen realm and we are training and releasing others to do the same.

Training by Example

When Aglow began in 1967, training leaders was not on the list of priorities. There was a fresh wind of the Spirit blowing and women were gathering to experience the power of the Spirit as they were rising to be the leaders God had always intended them to be. Today training leaders and casting vision is a dual strength of the ministry.

As Area Leaders, set the example and lead the way by attending National and International conferences where vision and direction are imparted. Encourage the leaders of each Lighthouse to attend as well and for those who are not able, bring the messages home to them.

Exposed Strengths

Area Teams are *crucial* in strengthening the US Field. It is one thing to take ground; it is another thing to keep it. For 50 years, Aglow has taken ground in the nations of the world and while the US has the greatest number of Lighthouses, there is a prophetic promise that lies before us to fulfill - a Lighthouse in every community in every state in the US. That is why we say, *Area Teams are crucial in strengthening the US Field*.

In all that we do in Aglow, we are preparing a people group in every town who is able to stand in the face of end time demonic forces that will be unleashed before the return of Christ. God has been building this in us since 1967. This is the time of our arising!

Vision – The Acceptance of our Assignment

While the Regional Director and our new State Leaders are in place to come along side each Area Team, it is the Area Team who oversees Lighthouses. Invite your Regional Director and State Leader to speak into your Lighthouses. For it is the Lighthouse – the grassroots level - where our greatest strengths are demonstrated as those leaders are the atmosphere changers, the gate keepers, and

the watchmen on the wall of their assigned community. For those leaders to excel, Area Team leaders must excel, too. Area Team leaders must be atmosphere changers, gate keepers and watchmen on the wall of their assigned area.

1. **Make it a priority that every Area leader attends conference each year.** It is difficult to present vision to those you lead if you have not placed yourself in a position to have *your* vision increased. If Area Leaders do not attend conference, Lighthouse leaders will not see the importance of their attendance. You must understand your significance in our end time assignments.
2. **Challenge every Lighthouse Leader to attend conference each year.** Lighthouse teams should send **at least** one leader to conference each year with the responsibility to impart the vision she/he receives to the remainder of the team. It is imperative that we are walking in unity in the assignments God has given to Aglow. We are people of global vision who understand the times from a Biblical perspective.
3. **Area and Lighthouse Leaders not attending conference, MUST watch the DVDs or listen to the CDs.** Make sure all leaders watch the DVDs in a timely manner. These DVDs cast vision for the coming year and help leaders realize the larger picture that they are connected to. Take time to discuss and process the messages. This builds relationship, increases understanding, and helps everyone grasp the importance of what Aglow is about in each community.
4. **Correspondence from the Global Headquarters must be shared with each member of the team and the information passed on to each Lighthouse team.** Not everyone on a team has email. Make sure those who do not have email still receive all correspondence that comes via email. If necessary, print it out and make copies to distribute to those without email. And take time to go through it together. (At least one person on each team should have email as much of our correspondence only comes via email.)
5. **Make sure all Lighthouse Leaders have a copy of The Lighthouse Leader's Digest and that all Area Leaders have copies of The Area Leader's Digest and The Lighthouse Leader's Digest, too.** Each executive team member should have his or her own copy of the digest. As the Area Team, it is your responsibility to make sure that each leader has these vital guidelines. (The digest is available by signing into MyAglow on the Aglow website (www.Aglow.org) and can be downloaded.)

As Jane Hansen Hoyt closed the 2016 National Conference in San Diego, CA, she said:

Our Assignment for the Present/Future

I believe God has given us four years of mercy in America and in these four years, I want Aglow International, this is an assignment – it is not a plea – it is a plea, but it has an assignment attached to it,

- I want you in the Word.
- I want you knowing the Word.
- I want you rising to the fullest stature of your identity.
- I want you to know how you are known in Heaven, and
- I want you to rise in the fullness of all that that means.

In these next four years, the assignment is to gather together – you can pray individually, but begin to gather together – in your groups, in your Lighthouses. Allow time. Know what is going on in the world.

We are at war. Whether we like to think in those terms or not, we are at war. God wants to do some mighty things and He wants to make Himself known in His glorious, majestic self.

It will come as we dedicate ourselves and we commit ourselves to say,

- I am here.
- I will not walk out of this meeting with another agenda.
- I will not take my Aglow off in a different direction.
- I am going to be purposeful in how I lead my meetings.
- I am going to be one of those that says to Him, ‘You can count on me and You can count on any of those that I lead because we are going to make the ground and the atmosphere vibrate with the power of the Holy Spirit that is resident within us.’

Identity brings Abundance to Expand the Ministry

In *GameChangers*, page 16, under Resources Are Tied to Your Identity, it says,

Here is the thing, you are never ready for the call of God, (the assignment He is giving you), but at some point, if you do not stand up and confess it.....then the Lord is going to withhold stuff until you do. All of your resources are tied into your confession. Your resources are tied into your identity and your identity has to be confessed. When you confess your identity, then the resources attached to it can actually begin to come.

Your team needs an identity statement. Each of your Lighthouse teams need an identity statement. It is time that you write one according to the prophetic words that He has spoken to your team through the years. Take the time to write out those identity statements and then, together, stand up and read it out into the atmosphere. Accept that this is who your team is. Accept the identity and the resources that go with it. Declare that you are determined to partner with the Holy Spirit to bring this from Heaven to earth. (Refer to page 16 in the *GameChangers* manual.)

Realizing that we are living in a new day with a new understanding of who we are, we stand in our prophetic identity that finances will not be a chain to hold us back, but finances – the abundance of finances – is becoming a weapon in our hands. God has spoken to us that there will be thousands

who give into the Presence of God in our midst. Paint that picture as your team gives opportunity for those in your Area to partner with this word. Expect an increase in finances!

We want to challenge each Area Team to become a member of A-Company that gives a monthly gift to Headquarters that is above the normal tithe and offering. And we want you to challenge your Lighthouse teams to do the same. We are not a people group who are living on leftovers. We are a people group who know who they are from Heaven's point of view and we are coming into alignment with our prophetic identity that draws from the inheritance God has set aside for us. We are Kingdom people who live out of the abundance of Heaven.....no longer bound by a budget mindset.

Out of your abundance, seed an offering into each new Lighthouse. As you are aware of the financial health of each Lighthouse, feel free to seed into them as needed. We are breaking a poverty mindset and replacing it with a Kingdom mindset that lives out of the wealth of Heaven. God intends for us to be the head and not the tail – even in the end times when the world is afraid of financial crisis! He looked down through time, saw our needs and made provision. We are a visual aid who is leading the way for others to follow.

Craft a prayer for your Area Team that is formed from the prophetic word given at the 2008 Conference in Washington, DC and send a copy of that crafted prayer to each Lighthouse. Here is the portion that speaks of God's plan for Aglow's finances:

As Heaven opens, your war chest will get bigger...the Lord will release resources that are compatible with your favor. It is a Kingdom budget. Nations will provide for you. Governments will include you in their budget. Buildings and property will be given to you. Expense accounts will open and businesses will include you in their balance sheet and hundreds of thousands of ordinary people will give to the Presence of God in your midst.

Resources will no longer be your chain. They will become your weapon. You will encounter the economics of Heaven. Only God has abundance. The enemy has a budget. When you discover what that really means, you are going to have more money than the enemy! When you live earth to Heaven, you only get your needs met. WHEN YOU LIVE FROM HEAVEN TO EARTH, WE [YOU] GET OUR [YOUR] INHERITANCE!

We have great favor and great permission with God because prophetic words are our history written in advance. As soon as God speaks it, it is ours and we begin the journey to receive all the promise contained in the word. Set aside time as a team to discover what this means. And lead your Lighthouse teams into the same discovery. (This prophetic word from 2008 is available in its entirety at aglow.org > Resources > Global Leader Development Resources > 2008 Conference Messages)

Global Partnership

Keep your Global Partnership current and encourage Lighthouse Leaders to do the same. Present opportunities at each event for others to partner with what God is doing through Aglow in the nations of the world. Your renewed, annual Global Partnership is your resounding “Yes! and Amen!” to all Aglow is doing in the earth.

This is the Time of our Arising

As an Area Leader, you must see yourself as God sees you. Your team is the axle that keeps the wheel turning in your area. You lead under an apostolic anointing. Rise up and occupy your place of authority. Set the standard. Blaze a trail for others to follow!

- You are the Joshuas and Calebs of today. You are leading a people group out of a poverty mindset – living with meager possibilities - into a promised land that is filled with unlimited expectations and provision.
- Be confident in who God is for your team and what His assignment is.
- Be carriers of peace and faith.
- Be watchmen on the walls of your area.
- Build relationships built on our position in Christ, not on performance. We are not what we *do*. Because we are seen by God in Christ, we must relate to each other as they are known in Heaven. Encourage each other to have an identity statement.
- Stir up the gifts of God in those you lead. Call them higher in their identity in Christ.
- Walk in the favor of God expecting doors to open before you.
- Expect ample provision for what God has asked your team to do.
- Provide meaningful times of training. Don't be afraid to speak into leaders' lives painting a picture of who they are in Christ assuring them that they can do all God has put into their hands to do with excellence.
- Pour forth encouragement consistently and always point to where you are going.
- Set high standards and expectations that are built upon the assignments God has given us.
- Encourage all leaders to access the Aglow website for stories, information, and materials and to attend as many Aglow functions as possible, especially conferences.
- Model excellence in leadership.
- Expect Lighthouses to explore new avenues of outreach to fulfill their assignments as they follow your lead as you explore new towns to begin Lighthouses.

Lighthouse Leaders are bearers of Light in their communities. They need leadership from you that calls them up into their identity and assignments.

Be Prepared

As an apostolic movement, the ministry is always moving forward and leading the way as we are upgraded. Your team is charged with setting the pace for Lighthouses.

- Keep up with changes in technology.
 - » Invest in technical equipment such as an LCD projector and laptop computer. This equipment will help you facilitate casting the vision when using CDs and DVDs of conference messages, or training when showing the *GameChangers/LifeChangers* DVDs and messages from Leader's Summits.
 - » Keep your websites current or take them down. Do the same with Facebook pages.
 - » Consider using Pay Pal or setting up an account using Square to receive registrations.
- Make sure your leaders know how to access the Aglow website and the many places of information that are available to them. Accessing the Aglow website when you are with them ensures they know exactly where vital information is available
- Have transcripts of conference messages available when you meet together to keep the vision and direction of Aglow on the front burner.

A Movement with an Apostolic Anointing

Aglow is not the same ministry it was in the 1970s, 1990s, or even 2000s. Our core values received an upgrade in 2012 and our vision and mission statement continue to be tweaked as our understanding of our assignment expands and grows. Leaders in the body of Christ have defined us as a "movement" and as "the greatest apostolic gig on earth!"

Movement causes constant change. It is a journey, forward motion, and expansion. As God's Spirit has directed us over the past 50 years, we see that He continues to move us forward in the unfolding revelation of His heart. Each of our mandates reflect His plans from the beginning for mankind. The teaching and training we receive in these current day issues equips us to walk in peace with love in chaotic times holding firm to standards He set in Genesis.

Movement:
*A group of people
working toward or
favoring a common goal.*

Part of the unfolding revelation for each Aglow leader has been the acknowledgement that we carry out our individual responsibilities under an **apostolic** anointing. Our understanding of what it means to walk under such an anointing continues to grow as we keep following where He leads us.

Walking or functioning under a corporate apostolic anointing doesn't mean that every Aglow leader is an apostle. It does mean that you will exhibit traits of an apostle because of the apostolic anointing that covers the ministry.

What is an apostle?

- An apostle is one who is sent by God and given authority to affect the place she or he is sent.
- An apostle is one who pioneers a new trail for others to follow, leaving them with an understanding of who they are and the expectancy that they will continue to rise under the apostolic anointing on them.
- An apostle is sent to establish the Kingdom of God in the hearts of people and often preaches certain revelations that God is releasing to the Church.
- An apostle has signs and wonders that follow them.

Think about Jesus. He was sent by God and had authority that affected everyone who crossed His path. The lame walked. The blind saw. Even the dead came back to life. Demons were cast out. Every kind of sickness or disease was cured. There was not one feeble one left! And He left the expectancy that everyone who followed Him could do the same because He gave them the power and authority to walk as He walked on earth.

God has given a prophetic word to us that there is an appointed time when ‘not one feeble one will be left in our Aglow meetings.’ This is who we are. Expect to experience miracles at your meetings and in your outreaches into the community. When Jesus met a woman at a well and began to speak to her by the Spirit, she was so impacted, she left her water pot and ran to tell others in her town about Him. Expect news of His Presence in your meetings to spread. Expect people to tell others that once they were lost but they found freedom at your meetings. Live in expectancy!

Jane Hansen Hoyt is recognized by leaders in the Body of Christ as an apostle. When Jane was chosen as the International President of Aglow, she brought an ancient revelation from Genesis 1-3 that had been expanding in her heart. It was a message first spoken when God established dominion in the earth and showed for all times what that would look like. Dominion would be both the male and female working together that would fully display God’s glory in the earth.

Under Jane’s leadership, and those who serve with her, the ministry of Aglow has exploded from 21 nations into 170 nations of the world. Under her leadership, three apostolic, end-time mandates were given by God to us.

In 1981, Jane first spoke the male/female reconciliation message. In the summer of 2009, she delivered this powerful message at the Promise Keeper’s 20th Anniversary event in Colorado before thousands of men and their wives. In 1991, a prophetic word was given to Aglow regarding Islam. In 2001, Jane received a public anointing as an Esther that has led us to walk with and support the nation of Israel and the Jewish people.

These three mandates came ten years apart. They were not decided around a board table. They were given by the Holy Spirit to us, IF we would accept them. On our behalf, our leader accepted each mandate and today all three are being spoken in 170 nations of the world, in villages and communities, everywhere groups of Aglow people gather.

Walking in an apostolic anointing requires new mindsets. Heaven sees us walking in the earth in the fullness of this anointing. Receive that truth by acknowledging the anointing upon the ministry and that the same anointing is upon you. Allow the Holy Spirit to settle this within you. It is important that each of us accepts this truth because we are learning that resources are attached to our identity and those resources cannot be released until we accept who we are from Heaven's point of view. Stop right now. Stand and confess out to Heaven that you accept that you are mantled with an apostolic anointing and that you will walk fully in that identity.

All Aglow leaders are mantled with an apostolic anointing for end-time work. It would be a great truth to include in the next time you share with your Lighthouse leaders. Have them rise up and accept this anointing. Resources are connected to it! Remind them that as a leader in this ministry, we have been called and sent by God to serve and to be part of fulfilling the purposes on His heart for the world.

What does it mean to be Under an Apostolic Anointing?

'Walking in an apostolic anointing' means to function under the overall anointing on the ministry of Aglow. Here are a few of the characteristics of the apostolic anointing:

- **Your team will break into new territories and pioneers new works**

Aglow has been pioneering new works around the world since its inception. Every time you affiliate a new Lighthouse, you are functioning under the apostolic anointing on the ministry. This is why we want your team to begin the minimum of one new Lighthouse each year until every town in your Area has a group.

- **Your team establishes and equips leaders in the new works established**

When you provide training for leaders, you are functioning under an apostolic anointing. When you encourage Lighthouse Leaders to seek God for their assignment in their community, you are helping them discover how to bring the apostolic anointing into their community as they fulfill the dreams and visions God has given them for their individual town.

- **Your team helps each Lighthouse advance in vision and assignment for the local community, while embracing and maintaining a global perspective that is vision beyond the individual group**

Sound familiar? Aglow's vision has grown and expanded on every level of the ministry. While holding an Area event, your team continues to provide for opportunities for salvation, healing, and setting every captive free. We are no longer pastoring the old man; we are demonstrating what it means to live out of the new man who is fully alive before Christ. We have come out from the captivity of the Law of Sin and Death and come into the fullness of the Law of the Spirit of Life in Christ Jesus. And from this great vista point, we spread a greater awareness of the larger vision of the ministry: Male/Female reconciliation in the Body of Christ, Islam, and Israel – all from a Biblical perspective and how each play an important part in our end time assignment. We are training women and men who will stand on the front line in every battlefield and shift the atmosphere over their town and their area.

- **Your team governs, and gives oversight in your Area**

As a team, you give oversight and leadership to an area of land and the Lighthouse teams within that area. The best leadership comes through relationship. The apostolic is based on relationship. Jane Hansen Hoyt said it this way:

...the strongest purpose of the apostolic call is to see Christ formed in His disciples by leading His people into an ever-deeper experience of the life given to us in Christ. The apostolic is not about stature, position, titles, power, or control. It is more about relationship than it is about government.

And at the Leader's Summit in 2015, Graham Cooke said:

In the work of the Kingdom, we are both the household of God and we are a disciplined army....The family of God is built upon a foundation of relationship promoting love, acceptance, exploration, support, and a sense of unity... The Army of God is built upon achieving objectives with a people group who are resilient, focused, and able to receive under pressure, and have developed a culture of winning.....People with an army mentality know how to be deployed into battle while keeping all the foundation of the family yet knowing how to take and receive assignments without taking offense.

(For more on this subject refer to the Aglow website and see the transcripts from the 2015 Leader's Summit.)

- **Your team operates in spiritual authority**

Graham Cooke said this about the power of prayer through Aglow:

Intercession has given Aglow a powerful voice in Heaven. They [Aglow] have now entered a season where their voice will become potent here on the earth.

At the 2009 Conference in Louisville, KY, he said:

Move from petition types of prayer to prayers of proclamation. Proclamation has a different power source. It comes from what God has already said to us.

Because we have risen in knowing who we are from Heaven's point of view, our confidence has grown. We know that all of Heaven is attracted to Jesus within us. We have full trust in God and what He has said to us and we have proven our trustworthiness to Him by our obedience to follow Him when we might not have fully understood where we are going.....like Him saying to us, "I will give you Islam if you will take it." And we rose to our feet with a roar and said, "Yes!" not even fully understanding the anti-Christ spirit entangled in Islam.

Your team has the ability to penetrate any defense set up by the powers of darkness. As you walk in the authority God has entrusted to you, your stance against the enemy's power in your family, community, and area, is one of offense, not defense. Jane has said, "Often we think of Satan as our enemy. The truth is, WE ARE HIS ENEMY!"

Aglow leaders lead with intentionality to see the prophetic words spoken over the ministry come to pass. You know that every situation has been designed to discover God's Presence in a new and greater way. You walk in peace. You believe what God has said will come to pass. You call out for it to be on earth as it is in Heaven!

Apostolic Leaders Are Really Spiritual Warriors!

Apostolic Leaders: This is the time of your arising! Esther 4:14

At the 2016 Leader's Summit, Graham Cooke said,

*What we are seeing in the world right now is a dearth of statesmen leadership....There is a vacuum and somebody has to fill that space. **That should be us. It should be the Body of Christ. It should be those who have a different spirit....**This is a time for us to know, believe, and act on the truth of what it really means to live in Jesus. Sunday morning meetings will not save us.*

Each present day crisis the world faces is a battlefield. The fight has come to our neighborhood.....and we must recognize the battle and step into it.....We need leaders who are on the front line in each battle who can affect change.

We are an apostolic movement who has been rising for 50 years to be God's army on earth....Our Lighthouse must transform and pulsate with life as Kingdom communities that produce other Kingdom communities and Kingdom people until the whole earth is covered.

God is standing before us and asking us how far we want to go as His people, His army, to train and equip others in ways that will shift atmospheres over nations.

(See the transcript of this message on aglow.org)

Apostolic leaders are not moved by the circumstances or challenges of the day. Because we know who we are, we know Who is behind us. We know and understand our assignments for the end times. We accept our identity. We accept all that is contained in walking under an apostolic anointing. We take territory and we train others to go out and do the same. We know and understand more today than we have ever known before.....We understand that we are building people. We understand that we are preparing a people group in the earth for end time assignments. We accept this assignment fully and will grow in it with each passing day. It is no longer business as usual and time is short!

Chapter 3

The Area Leadership Team

As the apostolic team over a designated territory, your team will be composed of eight distinct positions that will bring the necessary equipping the Lighthouse Teams within your territory will require. Each of you should feel a drawing, a call, to serve. Knowing you are called will keep you on the tough days. Knowing you are called will strengthen you in the day of battle. Knowing you are called will enable you to work together in unity to take the land that God has entrusted into your hands.

If there are times when all eight positions are not filled, spread the duties amongst the team so that crucial equipping for Lighthouse teams is continuous. You will always be talent scouting for leaders within the Area who can quickly step up and onto the Area Team. Watch for them. They are there. Live with the expectancy that leaders are coming to take their places in these final hours before us.

The team positions are:

- President
- Vice-president of Leader Development
- Vice-president of Financial Development
- Vice-president of Special Events
- Vice-president of Lighthouse Development
- Vice-president of Public Relations
- Vice-president of Administration
- Vice-president of Ministry Development & Resources

One stipulation: when it is necessary for one person to ‘wear two hats’, the President and the VP of Financial Development may not be the same person.

In the President’s absence, the Vice-president of Leader Development will preside.

Qualifications for an Area Leader

To serve on an Area Team, you must have these minimum qualifications. You:

- Are a born-again believer in Jesus, baptized in the Holy Spirit with the evidence of speaking in tongues, and demonstrate the Fruit of the Holy Spirit.
- Have completed *GameChangers*, a personal leader development tool, or you are in the process of completing *GameChangers* or will start as soon as possible.
- Have written a personal identity statement, or be in the process of writing one.
- Are a current Global Partner.

- Realize that the call of God to serve as a leader in Aglow is an assignment to be carried out in conjunction with a team.
- Are apostolic in nature, meaning you
 - » Accept the assignments that God gives your team to:
 - ✓ take new territory,
 - ✓ raise up new leaders,
 - ✓ raise up new groups,
 - ✓ strengthen existing groups and leaders by keeping them apprised of the direction the ministry is going.
 - » Are a self-starter who follows the Holy Spirit as He leads.
 - » Are able to motivate people to reach a goal.
 - » Stay on the cutting edge by:
 - ✓ Attending Aglow Conferences to be equipped with the current vision and direction of the ministry.
 - ✓ Reading Aglow e-blasts, emails, blogs, letters, and all other forms of communication and share with team members and Lighthouse groups.
 - ✓ Attending Aglow events, especially Leader Development events, held by Headquarters, the Regional Director and/or State Leader.
 - » Recognize the challenges of a changing world, changing as necessary, and leading those around you into the needed changes.
- Have Aglow experience at some level. (Rare exceptions may be made by contacting the Regional Director or State Leader.)
- Be comfortable working on a computer, having the ability to send and receive e-mail and log into MyAglow to keep up with the latest Digests and forms.
- Embrace Aglow's mission, vision, core values, and mandates and desire to see these unfold in your area by providing training and teaching that is inclusive of these foundational truths.
- Are in agreement with Aglow's Belief Statement (This can be found in MyAglow.)
- Regularly assemble with other Christians by gathering in local like-minded Kingdom communities who have a heart to reach the lost and equip believers in knowing who they are from a Biblical perspective.
- Have a desire to serve others, recognize that leadership is servanthood, show leadership ability, and are willing to grow in teamwork.
- Are of legal voting age and are a legal resident of the United States.
- Have the support of your husband, if married.

- Are willing to serve for an initial two-year term which gives you time to settle in to your position and gives cohesiveness to the team.
- Will pray with others to receive Jesus as Savior and Baptizer in the Holy Spirit and pray for other needs as requested.
- Reside within the geographical boundaries of the area.
- Complete a Leadership Questionnaire and return with a current picture. This helps the Global Headquarters become familiar with you.

A Few Side Notes:

- Area officers may serve on a Lighthouse Team while serving on the Area Team.
- Family members may **not** serve together on the Area Team.
- Spouses or other relatives of Area Team members may **not** be advisors for the Area Team.
- **When corresponding for Aglow, only use your official Aglow title.**
- Area Team officers should represent a diversity of denominations, races, generations, and communities.
- **Those serving as heads of other ministries or who are heavily involved in other ministries should:**
 - » be willing to make their time of assignment as an Aglow Leader a priority.
 - » not promote the other ministry during Aglow activities.
 - » not use an Aglow mailing list or email list to promote another ministry's functions. (Aglow does not 'sell' or 'loan' mailing or email lists to other ministries. We protect the names and addresses of those we have been entrusted with.)
 - » as a matter of integrity, be careful not to pull Aglow leaders from their places of service in Aglow into your personal ministry
- Because of the demands of their workloads and schedules, **those actively serving as *full-time* pastors, evangelists, or missionaries may not serve on an Area Team. Those who are heads of other ministries or who are heavily involved in other ministries should prayerfully consider their priorities and assignment as well.**

Area Term Limits

When you come on the Area Team, it is for an initial period of two years which gives you an opportunity to make a difference in Aglow and the Area you oversee. You may serve in the same position or in combined positions for a maximum of eight years. (The heart behind term limits is to allow each person to individually hear the call of God regarding leadership, as well as provide opportunity for new leaders to emerge.) Exceptions can be made for an extended term by the Regional Director or State Leader. Once you step down because of term limits, you are eligible to serve on the same team after a one-year rest period. You may, however, serve on a Lighthouse team without a one-year rest period and we encourage you to do so!

Chapter 4

Job Descriptions for the Area Leadership Team

Each Area Team officer must have a copy of *The Area Leader's Digest* as well as a copy of *The Lighthouse Leader's Digest* to help in fulfilling her responsibilities. The Vice-president of Financial Development will need a copy of the *Financial Digest* as well.

President

As a cupbearer to the king, Nehemiah maintained a close relationship with him and had great favor. He was grieved when he received news that Jerusalem, the land of his heart, was in ruins. He petitioned the king to bring restoration to his homeland, and was granted the governorship of Judea, with the specific focus of rebuilding what had been destroyed at the hands of the enemy.

As soon as he stepped into his position, he surveyed the fallen land and organized the people to begin restoration, to rebuild even stronger what had been reduced to rubble. He faced opposition and persecution, but it strengthened his resolve to see Jerusalem rebuilt. Some mistook his laser focus on God's purpose as harshness, but the entire restoration was completed in a record 52 days.

As an Area President, you, like Nehemiah, have a beloved area under your jurisdiction which is subject to the authority God has given you. And like Nehemiah, you have favor with the King to accomplish the rebuilding and restoration of your land.

Nehemiah's vision for his land was such an enlargement and upgrade over where the people had been living that some called him names and hurled their wrath upon him. You, too, might face times of pressing as Nehemiah did. But remember that as Nehemiah waged a war against a spirit of compromise, you will be doing the same. The highest excellence in all things is your standard.

Nehemiah set up guards around the walls as they were being rebuilt to ward off attacks. You will also set up guards for your area in the form of gathering intercessors. Active, daily intercession will be vital for your tasks ahead.

It is said that Nehemiah's work was so complete that the people did not return to their idol worship. As President, you will be the point person for calling people to a higher walk in their faith, so much so, that they do not want to go back to places of old behavior or old ways of doing things. Nehemiah's people overcame laziness and lethargy, ignored mockery and conspiracy, and stood with courage in the face of physical threats. The people in your area will do the same under your leadership.

When all the plots and conspiracies against Nehemiah failed, his enemies even tried distractions to pull him off course. It is a wise lesson to learn from Nehemiah that as President, your vision and focus must *never* be drawn off target.

Nehemiah called people up in their identity in such a way that instead of shrinking back from their callings, they rallied to God's plans. He challenged people to show forth their faith with works, which is how the wall was completed faster than anyone imagined. As you apply *GameChangers* principles, you will see people being called up into their true identities and moving with conviction and fortitude that may be new to them.

You may deal with a few difficult and reluctant people, but remember God has a calling upon them, too, a fullness of identity that they may not have yet embraced. *Don't let the distractions of behavior throw you off.* Keep God's vision for your area and for the people in it constantly before you.

Nehemiah saw circumstances and situations from Heaven's point of view and was crystal clear in calling people to align with Heaven's purposes. You will be like Nehemiah in seeing and communicating things from a Heavenly perspective and not from an earth-bound point of view. Nehemiah's prayer and fasting, qualities of leadership, organizational skills, confidence in God's purpose, and quick, decisive response to problems qualified him as a great leader.

Here is the good news, for you: The same spirit that was upon Nehemiah is available to us in Aglow! There is an open Heaven over you. Ancient pathways are opening before you. Ancient anointings are being released again. The time is now! Truly, you have been called for such a time as this!

Open your hands and pray this over yourself:

Father, You have looked at me from how I am known in Heaven and that identity has qualified me to be chosen as the Area President; therefore, this day, I choose to step into and fully embrace that calling. Like Nehemiah before me, I walk with the same anointing that was upon him to rebuild the Lighthouses whose walls lay in rubble. You have given me great favor to see those who are to lead and those who are to come along side to support the leaders. I fully expect to see every closed Lighthouse reopened. And I expect to see a Lighthouse in every town, city, and village for this is the prophetic word over my area of responsibility in Aglow. I thank You for those who will labor with me. I thank You for those who will provide the abundant resources we need to build up each group. And I thank You that this is a new day and You have called me to serve for such a time as this. Thank You, Father! I receive!

As the Area President, you walk under an apostolic anointing and you:

Preside at all Area functions

Team Meetings

- Open each meeting with a time of worship and prayer. This is not just a place of scant acknowledgement to our God. This is a time to seek the Lord, united with your team. This is the most important time of your meeting, and the part that is truly eternal. Encourage your team to come, already having been in a place of intimate worship with Him. Your hearts will be in the same place and you won't have to battle distractions.

- Prepare an agenda, beforehand, having received input from each team member.
- Keep the meeting moving in a timely way, stopping to pray as needed.
- Be aware of the dynamics, making sure all have the opportunity to be heard.
- Call for a vote when a clear decision has not been reached.
- Share all correspondence from Headquarters, Regional Director, State Leader, State Prayer Coordinator, etc, as well as other correspondence that relates to Aglow business.

Special Events

- As the one who presides, you will be the ‘master of ceremonies’ at every event. Give ample opportunity for others on the team to do their part at the microphone.
- Be conscious of the Holy Spirit, and follow His lead – even at the expense of changing the agenda.
- Model the way at every turn by having altar calls that give opportunity for salvations, Baptism of the Spirit, healing, etc.

Retreats:

- Preside at the microphone during praise and worship.
- Confirm on-site with speaker(s):
 - » Time allotted for message.
 - » Any schedule changes.
 - » Who will offer the invitation for salvation, Baptism in the Holy Spirit.
 - » How prayer ministry will take place – always ministering to the new man and not the old man.
 - » Who will close the meeting.

As President you:

- Are a visionary, leading your area to believe, anticipate, and plan for God to use Aglow to transform every community.
- Actively pursue fulfillment of all prophetic words over the ministry, especially to take new territory, while helping each group to stay on the cutting edge
- Keep the foundations of prayer and evangelism on the front burner in each group.
- Get verbal approval from State Leader/Regional Director before asking someone to come on the Area Team.
- Make sure all reports, and tithes/offerings are sent in a timely manner, as well as yearly insurance payment to Headquarters.
- Make sure all new groups and new leaders are trained with Game/LifeChangers.

- Emphasize that all groups attend yearly Leaders Training where the latest conference messages are covered, processed, and put into practice.
- Make it a practice to check the Aglow website at least monthly for new materials and updates, notifying Area Team members and Lighthouse leaders.
- Build strong relationships with all Lighthouse Leaders.
 - » Keep a regularly scheduled call with leaders. (Lighthouse Teams can be divided amongst Area Team members, but relationship with them is critical.)
 - » Set a monthly or quarterly prayer call (30-45 minutes) with all Lighthouse leaders encouraging them to do the same in their groups.
 - » Consider honoring your Lighthouse leaders by having a meal together at the yearly Retreat or Leader's Training, an evening of worship, or a time of ministry to speak into their identities, etc.
 - » Encourage each officer to rise in their area of responsibility, giving them the tools they need to build a Kingdom culture in their communities.
 - » For Leaders who missed a Regional event or Conference, set up a time to watch or listen to the messages together. If a liaison is assigned to the team, the liaison should do this.
 - » Building relationship with your Lighthouse teams enables you to best equip as you prepare for the yearly Leader Development event. Many current materials are available at aglow.org
- Build strong relationships on the Area Team.
 - » Be familiar with all job descriptions so you know all responsibilities are being fulfilled.
 - » Make sure all new Area Leaders are given a copy of their job descriptions, going over it with them so they are familiar with what is expected of them, and can ask questions about things they might not understand.
 - » Consider a separate call outside regularly scheduled times of business for relationship building, prayer, having fun, etc.
 - » For those who miss a Regional event or Conference, make time to listen to the messages together.
- Lead the Area Team in setting yearly goals to carry out the vision of the ministry.
 - » Set breathtaking goals. Write them down as you come in agreement on them. Your goals must keep pace with the vision of the ministry. Goals that don't keep pace with vision will stagnate your area.
 - » Planning to attend yearly conferences and training is a must. This is where you will catch the current vision of the ministry.
 - » Lead the way in planning to present Aglow vision at area events by presenting highlights of Conference messages, as well as, recent prophetic words over the ministry.

- » Grow in accessing the funds available to the team through inheritance.
- » Target, at the minimum, one community each year to start a new Lighthouse.

Make sure each Area and Lighthouse officer has a current copy of *The Lighthouse Leader's Digest*. Area officers will need *The Area Leader's Digest*. (As new forms come out, make sure they are given to each Lighthouse **and old forms are thrown away**. Current forms and Digests can always be found in MyAglow.)

Make sure each Vice-president of Financial Development has a copy of the *Financial Digest*.

Bank statements should be received by the Area President and reviewed before being passed on to the VP of Financial Development. **(All Aglow bank accounts are required to have two signatures on each check.)** Area Presidents are not to be the VP of Finance, too.

Make sure that Area officers are reviewed every other year.

Keep a copy of Leadership Questionnaires and Character Reference Forms for:

- » All Lighthouse officers.
- » All Area officers.

Give all materials to the next person to fill your position or to the State/Regional Director.

Communicate! Communicate! Communicate with those on your team, as well as, each Lighthouse President. Build relationship through communication. Assumption can destroy relationships. If an area of tension arises within the team, call the person/people involved and using the Fruits of the Spirit, walk through it together. We will have times we disagree, but love is non-negotiable.

Vice-president of Leader Development

Caleb was one of twelve men Moses sent out to scout and survey the land of Canaan. Ten of those men came back with fear filled reports, that they could not take this land, while Caleb and Joshua came back with faith filled reports and the urgency to move into the land now. (Numbers 13:30) From that time on, Caleb's life was characterized by pursuit. He went after what was before him with zeal and unflagging purpose. He was filled with pursuit.

The Vice President of Leadership Development is also a person filled with pursuit; never lagging, despite what the landscape and circumstances may appear to be, and is actively helping people pursue their callings into leadership.

Before now, the perception of many was that the Vice President of Leadership Development centered most of her time around a single event, the annual Leadership Development training, and her other tasks involved checking paperwork and other mundane tasks. However, the Vice President of Leadership

Development's role is centered not around an event (although that's still important), but around people! You will be filled with the pursuit to raise leaders, even reluctant ones, into the powerful plans God has for them.

The main reason why a Lighthouse dies is because leaders have backed away from their callings or new leaders haven't risen. You are going to be a key catalyst in reversing that as you oversee Leadership Development. How? You will use the powerful *GameChangers* tools to help people see themselves as God sees them, especially if they are shy, reluctant leaders, as so many of us started out. You are going to be a vision caster to people who don't even know they are leaders yet!

God has planted seeds in people related to their callings and you are going to call them up, and continue calling them up, into their God given callings. Just as a seed we plant in the ground doesn't grow and bear fruit in one day, you will spend time nurturing these new leaders and assisting their local leadership in helping them step into their position and grow in their identity.

That pursuit you are filled with has you constantly looking for new leaders. When you ask Him, God will allow you to see people, new leaders, as He does, instead of searching for someone who "looks" like a leader. The leaders are out there, but they need to know their identity before they can and will embrace it.

Your position is vital! An army can only grow when leadership is in place to accommodate it. Caleb was still leading battles when he was 85 years old and full of vigor. Your position requires much, but the Lord has an endless supply of all you need.

Arise Calebs!

As a Caleb, you have prepared yourself to train others by having completed the *Game* and *LifeChangers* courses and assignments. You attend yearly conferences and when not able, you make yourself available to the messages by watching DVDs, listening to CDs, or reading transcripts. Realizing that you are a present/future leader, you keep up with the vision being cast from

Headquarters. You realize that you walk under the apostolic anointing over the Aglow ministry and help others to realize that Aglow is ever changing as we pioneer the new places God is taking us.

Lift your hands and declare this as you receive anew your call as the VP of Leader Development:

Father, You have chosen me for such a time as this. You have mantled me with the ability to see the call of leadership on those around me. You have given me words of wisdom that will call them out of a limited place into their role as a leader in Aglow. Even now my eyes are opening and I see clearly the call of God on those You have chosen as leaders. Together, You and I will cause each Lighthouse team within our Area to be filled with those who are passionate to see the plans of Heaven come forth in their community. Thank You for leading me and giving me creative ideas that awaken future leaders to the call of God on their lives.

You:

- Provide leadership development once a year, helping Lighthouse Leaders to:
 - » Be informed with the current direction of the ministry, including the most recent Conference messages.
 - » Prepare or update their personal Identity Statements and the Identity Statement for their group.
 - » Be familiar with the personal Identity Statements of all those in their groups, relating to them as they are known in Heaven.
 - » Become experienced facilitators for *GameChangers* and *LifeChangers* groups.
 - » Be aware that their Lighthouse in their city is the fulfillment of prophecy. – Be aware of building strategic relationships within their communities
- With local law enforcement
- School Districts
- Incoming Refugees
- Local Churches
- Food Pantries
- Pregnancy Crisis Centers
- Continued relationship with older Aglow members/leaders ▪ And so forth
 - » Keep informed on all prophetic words that will upgrade them for the future. A word in 2006 said that there is a misperception about Aglow. Some of that misperception is from those wondering what in the world Aglow is. Other misperceptions is from current Aglow people who are not kept abreast of the huge call upon the ministry. One can only begin to see who Aglow is by being in places where God is speaking affirmation over the ministry. Encourage Lighthouse leaders to attend Area, Regional, and National Aglow events.

- » Keep Headquarters, Area Teams, Regional Directors informed on all changes in leadership by using the most current forms found in MyAglow.
- You accomplish this by:
 - » Keeping accurate records for those who have completed *GameChangers* and *LifeChangers*, knowing those who are available and equipped among you and sending those records to Headquarters.
 - » By providing leadership tips to keep all leaders, as well as those attending the Lighthouse, fresh and current. Aglow.org has new materials available each year that can be used to provide leadership tips.
 - » Covering the basics for all new leaders such as:
 - How Aglow Began
 - How the Mandates came and their importance in end time events ▪ Relating to other leaders through the Fruit of the Spirit ▪ How to lead someone to Christ.
 - How to prepare/update their personal Identity Statement.
 - How to create an Identity Statement for their group.
 - How to pray for someone to receive their prayer language.
 - How to create a Crafted Prayer ▪ How to present Global Partnership.
 - How to present A-Company.
 - The importance of attending yearly Aglow events, such as, Headquarters Conferences, Regional events, and Area events.
 - Provide training for new Lighthouse officers during the year – As a new Lighthouse is being affiliated.
 - As vacant positions are filled.
 - » Always present current vision as well as basic officer training.
- Utilize all tools that are given to you such as:
 - » Transcripts of the latest Conference Messages
 - » Blogs written by Jane Hansen Hoyt
 - » *GameChangers* and *LifeChangers* courses
 - » Short pieces for Fireside Chats, found on aglow.org
 - » Other leadership pieces on aglow.org
 - » The Mandates Teaching Guide.
 - » The Financial Digest.
 - » The Lighthouse Leader's Digest.

» Books by authors who walk closely with Aglow:

- ✓ Jane Hansen Hoyt
- ✓ Graham Cooke
- ✓ Asher Intrater
- ✓ Dutch Sheets
- ✓ Chuck Pierce
- ✓ Rick Joyner

- Stay current with any updates coming from Headquarters.
- Stay alert to the needs of each Lighthouse and provide individual training and guidance as needed.
- Make sure each Lighthouse officer has a copy of The Lighthouse Leader's Digest.
- Give all materials to the next person to fill your position or return the materials to the Area President.

In 2015 God began to speak to us that we have had the identity of a family. Our relationships were strong. We had a firm foundation of unconditional love. We had built unity through trust in each other and now, we needed to begin to function as an army. God was preparing His army on earth for the coming insanity that was soon to be released and realized in a greater way in the nations of the world.

As the VP of Leader Development, you are training the army in your area of responsibility. Use the conference messages available on aglow.org. Show the conference DVDs. Equip your leaders for the coming war that will break out on all sides before the return of Christ. God has placed us here with great purpose. He believes in us and it is time that we rise to a new level of ownership of the territory He has given us to oversee.

Vice-president of Ministry Development & Resource

Elisha the prophet is well known for boldly asking to inherit a double portion of Elijah's spirit (2 Kings 2:9) just before Elijah was carried up into Heaven. Elisha uncompromisingly delivered God's Word without hesitation in difficult times.

Elisha's fearlessness was augmented by his deep compassion for God's people. He predicted a downpour of rain when Jehoram's army was fainting from thirst; he abundantly multiplied a poor widow's cruse of oil when she was in dire straits; he miraculously restored to life the son of the Shunammite woman; he called forth the multiplication of twenty loaves of new barley into a sufficient supply for a hundred men; and he brought forth the cure of Naaman from leprosy, to list just a few of the feats he accomplished with God.

Elisha was passionately connected to the people of his land. He sought God and served more than 60 years as a prophet of Israel on their behalf. He developed and gathered resources for those in need while encouraging, nurturing, and building into others the same zealous devotion to God and His people.

As the Vice President of Ministry Development and Resources, you will have the same profound compassion for the people of your area, coupled with the steadfast boldness Elisha used as a vehicle to accomplish God's plans and purposes.

You are a person called by God for turbulent times. You will help to assess physical and spiritual needs in your area, marshal and distribute resources, and encourage those in your Lighthouses who have a like-minded calling.

Even non-believers will come to know Aglow as a place of help and hope through your leadership. Your position on the Area Team is crucial as you keep them informed of the needs of the people in your territory. You will also be effective in communicating with your area's intercessors as well as the State Prayer Coordinator.

Because of the world's chaos in this season, you and your apostolic passion are needed now more than ever. Step forth into your destiny- for such a time as this!

Lift your hands and declare this as you receive anew your call as the VP of Ministry Development and Resources:

I receive the anointing to walk as an apostolic leader for such a time as this. Old ways of doing things have passed away and I receive the new mantel God has prepared for this day. I receive creative ideas from Holy Spirit. I receive dreams and visions that come with the strategies needed for the territory I oversee. God has not given me a spirit to fear the chaos of the day or the giants in the land, instead He has given me everything I need to create the provision and resources needed; for my thoughts are the thoughts that I have first heard in Heaven and now bring to earth. Let it be done in me as You have said, Father, as I walk forward, fully equipped to slay every giant and bring fullness into every place of lack. New life is coming forth with every new idea I receive from Heaven!

As the Vice President of Ministry Development & Resources, you walk under an apostolic anointing fully favored by Heaven and you:

Realize that it is a new day in Aglow ministry. Encourage each Lighthouse VP of Ministry Development to expect the Lord to lead them into new and unique opportunities for community service. For example:

- During holiday months when Food Banks need extra supplies, encourage attendees to bring canned items for collection at each meeting.
- Collect items for care packages for those serving in the military.
- During the cold winter months, collect blankets, warm clothes, hats and slightly worn coats ahead of time and pass out to those living on the street or who have experienced a natural disaster, i.e., fire, earthquake, flood, tornado, blizzard, etc.
- If a local school has experienced the death of a student, or maybe a shooting, contact school officials for needs and concerns and make them a prayer target. Ask if there are other practical ways Lighthouses or the Area Team might help. Maybe this is a good beginning for a Generations Lighthouse or a prayer group.
- Contact battered women's and homeless shelters in your area. Many times those who are housed in these shelters come in with very little. Personal items, clothing, and shoes are such a welcoming comfort to them, and this could be fertile ground for Bible studies and *GameChangers* groups.
- Find out those in your lighthouses who have unique skills, such as sign language interpretation. In times of natural disaster, these people are indispensable to those special populations who are often overlooked. Keep a file and be ready to deploy them when the need arises.
- Teachers and nurses are examples of underappreciated professions. "Adopting" the teachers in a particular school or the nurses in a particular hospital and reaching out to them with baked treats or other expressions of love not only helps them to know they are loved, but could also open doors to unique ministry opportunities.
- Another often forgotten group is the first responders in your town. Touch base with the Police, Fire Department, and EMS. These groups often see sights the rest of us do not see and those images are seared in their minds. Let them know you are praying for them and give them a contact number if they have special requests. An occasional batch of cookies, pizza, or other thoughtful touch is a great way to build relationship.
- Are there colleges/ universities nearby? Talk with appropriate university administrators to find out how Aglow could come alongside the university and reach out to students, particularly freshmen and international students, for whom loneliness and homesickness are problems. These young people are longing for people who care, and many avenues of Aglow ministry could be facilitated on a campus.

- Consider taking a group to the State Capital each month to worship and pray. Consider the local seats of government, too, such as County Seats, Parish Seats, City Halls, etc.

You are the point of contact for all Outreaches within the Area. Collect pictures and document each outreach and submit a story to Headquarters to be published on the Aglow website. Others will see what God has your area involved in doing and it will spark creative ideas in their area.

Encourage each Lighthouse VP of Ministry Development to be watchful and alert to the individual needs of their Lighthouse with time tested strategies as well as the needs in the community.

- Does their group have a need for child care?
- Does their group have a Bible study? Have they completed *GameChangers* and *LifeChangers*?
- Do they have a viable prayer group? Are they connected with the local Police and Fire Departments? School boards? Mayor's office?
- Encourage them to keep informed of the local news. Often the acute needs of the community will be highlighted on the evening newscast.
- Provide suggestions of ministries or outreaches to Lighthouses who have none.
- Bring suggested outreach events to the Area team that could be held in concurrence with yearly retreats or leadership training events.
- Consider a local charity to partner with by doing an outreach or bring supplies for them.
- Consider a time to pray with police officers, first responders, and fire department.
- Consider an outreach to homeless or a popular park.
- Do something new and different each year to model new ideas to the Lighthouse groups, possibly partnering with the Lighthouse on a project they are doing in the town where you are holding the Area event.
- Work closely with the State Prayer Coordinator to see that prayer is an active focus in the area.
- Work with the Vice President of Leadership Development, providing training for Lighthouse ministry positions.

Be an encourager to those who have ideas that have never been tried before – we should welcome and be open to new ideas as we haven't been this way before ourselves!

Vice-president of Lighthouse Development

Paul started as a zealous persecutor of Christians, yet became one of the most ardently vigorous missionaries of the Gospel of Jesus Christ after a radical conversion on the road to Damascus. The risen Jesus showed Himself to Saul of Tarsus in a blinding light. He changed Saul's name to Paul and Paul became one of the most prolific and traveled ministers of the Gospel.

Some calculate Paul's travels in preaching the Gospel reached close to 10,000 miles in a time when most travel was on foot or by ship. Paul's incredible drive to see new believers established and new congregations opened kept him going even when circumstances became difficult.

As Vice President of Lighthouse Development, you, like Paul, have a drive to share the Gospel through planting new Lighthouses. Your calling will take you to far parts of your area, venturing into places where no Lighthouses have existed before.

Paul lived life as a pioneer, continuously pushing into new territory, never finding satisfaction in settling. You, too, will find a similar urgency within yourself to push into barren territory in your area and you will visit places where Lighthouses once existed, calling life to return again!

You will return to long established Lighthouses to see that they are continuing on with the truth in which they were birthed. You will discover a passion similar to Paul's to see each group burning as a bright light in their communities drawing the lost, bringing hope to the hopeless, healing to the sick, and so much more.

You will use *GameChangers* strategies to call people up into their identity as leaders and to help them lay hold of the power and anointing their Lighthouse will carry in the community. You will rely on the Holy Spirit to guide you in planning for a "Lighthouse in every city, in every state, in every country on the whole planet!"

You recognize God has given this territory to the Area Team, just as God assigned to Paul the preaching of the Gospel to the Gentiles. Your job is to take new ground and maintain what has already been established. Once Paul saw a Church launched, he continued to visit to make sure they were being established in the truth and power of the Gospel. He was quick to address relational issues and we are doing this by pointing our leaders to their position in Christ, knowing who they are according to their identity statement, and always calling people into a high place, not pointing out behavior.

Your goal with each new Lighthouse is to see that it is so well grounded that it thrives until Jesus returns. Along with the VP of Leader Development, you will make sure that each local leader is equipped to stand in power and authority in their community. The fresh wind of the Spirit will blow upon them, igniting them in passion and purpose. The Presence of God will mark each group.

You will explore places where Lighthouses have closed and re-dig the wells there. God's calling upon a place doesn't cease just because a Lighthouse closed. Your Area Team and others will assist you in this, but you will carry the standard.

When circumstances become problematic and when people become difficult, keep in mind what Paul wrote in Philippians 4:13. *"I can do all things through Christ who strengthens me."* And you can! Keep pushing, keep pioneering until it comes to pass that there is a Lighthouse in every city, in every state, in every country on the whole planet! Let it begin in *your* area!

Pray this over yourself:

Father, I rise up in the apostolic anointing that is over Aglow and I step into the place in which You have called me to serve on this team. I do it with joy and gladness because therein lies the strength for each task You will place into my willing hands. I'm calling for a partnership with the Holy Spirit to be established with me that releases in me a strong discernment that sees the leaders You have placed in each town in our area. Time is short and God has given my team this land with purpose and intentionality. I call upon the same spirit that was upon Joshua and upon Paul to go in and possess the land given to us. During my time in this position I will see new groups birthed because it has been written and it has been spoken. It is in my DNA to see this come forth. Let it be done in me as it was in Mary! Let conception take place by the Holy Spirit for each city until this entire area is covered with Your Lighthouses.

As the Vice-president of Lighthouse Development, you walk under an apostolic anointing and you:

Are ready at all times to begin a new Lighthouse.

- » Affiliation packets are available by calling the Global Headquarters Field Office – USA.
- » Have on hand at least two copies of The Lighthouse Leader's Digest and the Financial Digest to provide to leaders of a new Lighthouse.
- » Have current brochures for information and if possible, have an iPad or computer where you can pull up the Aglow website to show the wealth of information available.
- » Be familiar with Global Partnership and why we require leaders to be Global Partners.
- » Be familiar with *GameChangers* and why we require leaders to go through the material.
- » Be prepared to facilitate a *GameChangers* group to train up new or existing leaders.
- » Be prepared to pray with those who are not yet filled with the Holy Spirit with the evidence of speaking in tongues and be able to explain why this is important as a leader.
- » Be prepared to talk about why you believe in the ministry of Aglow, how it has benefited your life, and how it can benefit their lives.
- » Be prepared to talk about the 3 mandates Aglow has and connect their significance in today's world from a Biblical perspective.

Serve as the contact for those in any community who are interested in beginning a new Lighthouse by answering questions, providing information, job descriptions, and the big picture of who Aglow is in the earth and what our assignments are.

Build support with pastors and business people in communities in your area, alerting them to who Aglow is and the opportunities available for joining the ministry or supporting the ministry.

Alert the Area Team to a targeted community **each year** to begin a new Lighthouse and take the initiative to hold an interest meeting in that community.

- » Find out if family members, friends, or those formerly involved in Aglow live in the targeted community.
- » Begin to publicize a meeting, not waiting for interest, but creating it. Host a Watchmen on the Wall event or an Anti-Human Trafficking seminar working in tandem with the VP of Special Events and VP of Ministries and Resources.
- » Be visible by participating in community events, having an information booth, providing water, handing out quarters in laundry mats, giving stamps at the Post Office on tax return night, serve as a collection center for supplies for a family who lost their belongings in a fire, flood, or tornado, etc. Be forward thinking in meeting the needs in the community.
- » Hold a sample Aglow meeting. Always make opportunity for salvations and Baptism in the Holy Spirit. Provide both information and meet spiritual needs. Make opportunities for people to be relational by sharing with others through ice breakers, answering questions, etc.
- » Demonstrate how to be relational in an Aglow meeting by taking one of the short pieces from *GameChangers* in the Fireside Chat section of the Leader Development materials that are on the Aglow website. Teach people how to process the material they are hearing and learn to 'own' it. Ask simple questions and give testimony as to how the truths are working in your own life. Partner with the VP of Leader Development to do this.

Give all materials to the next person to fill your position or return the materials to the Area President.

If you ever feel overwhelmed, take a deep breath and lean in to the Holy Spirit. He knows which community is next! Establish it and move to the next community that He shows you. The team will help you if many Lighthouses come forth at once. Nothing is impossible with God! When He spoke to us that there would be a Lighthouse in every city, it was because He SAW it. It was a done deal! Believe that what He has spoken, He will do.

**“I saw a Lighthouse in every city, in every state,
in every country on the whole planet!”**

Vice-president of Special Events

On the surface, it didn't look like a fair contest. Elijah, one of the few remaining prophets of God, challenged 450 prophets of the false god, Baal, to a show of power to prove the one true God. Atop Mt. Carmel, Elijah called on those 450 false prophets to slaughter a bull and cry to their god to devour the sacrifice by fire. Although they chanted and wailed, danced and slashed themselves, their sacrifice sat, untouched. No one was listening.

Elijah then took his turn and rebuilt the altar in the Name of Lord, an altar which had been torn down. He dug a trench around it and carefully prepared the sacrifice of a bull. He arranged the wood and the pieces of the sacrifice on the altar. Three times he called for large jars of water to be poured over the sacrifice and the wood under it. The water ran down the altar and filled the trench around it.

Elijah stepped forward and prayed, "...Answer me, Lord, answer me, so these people will know that You, Lord, are God, and that You are turning their hearts back again." (1 Kings 18:37)

The fire of the Lord God Almighty fell and burned up not only the sacrifice, but the wet wood, the stones, the soil, and even the water in the trench. The people were so overcome by the Lord's show of Might that they fell prostrate and cried out, "The Lord — He is God! The Lord — He is God!"

As Vice President of Special Events, you, like Elijah, will be intimately and deeply connected with God's plans and purposes for your area. And as Elijah did on Mt. Carmel, you will be preparing times and places for the Lord to move powerfully. You will be the forerunner in setting the atmosphere.

Your focus is not so much an event or meeting, but on providing the time, place, and atmosphere for the Lord to move freely as He pleases among the people of your area. Keep your focus on creating a place for all to experience the fullness of all God is and details will fall into place.

You will work with your Team to plan, publicize, and prepare for the Area's gathering. Because your team walks under an apostolic anointing and follows *GameChangers* principles, your team will work together in harmony with each member doing what they need to do to make the event all that God intends it to be. You will also recruit Lighthouse Teams to assist you while helping them come up into higher aspects of their callings.

Be careful that in planning your gathering, you don't become primarily focused and entangled in the details that can overwhelm and bring stress if given an opportunity. Like Elijah, make it a priority to spend regular, intimate time with the Lord in prayer and worship as you go through each stage of preparation. Gather intercessors and pray in agreement together in the months and days leading up to it. He delights to show Himself strong, and you have the honor of partnering with the Holy Spirit to allow Him to do just that. At the close of your Area's event, the people will be so moved by God they'll be crying out, too, "The Lord — He is God! The Lord — He is God!"

Arise, Elijahs! Arise! Yours is the calling, and now is time for you to step into it fully!

Lift your hands and decree:

I come into alignment with who God sees me to be as the VP of Special Events. I walk in the fullness of the apostolic anointing that is upon me as a member of this Team. I will not walk according to the dictates of time and schedules. I will walk as the Holy Spirit leads me. I call upon the same anointing and wisdom that was upon Elijah to be upon me. I am a carrier of His Presence and His Wisdom and as I seek His face for direction, I change the atmosphere and the attitudes of people causing everything that comes to Aglow to be blanketed in favor and abundance. I receive the anointing that comes with this identity. I put it on and walk in all the favor and blessing that is attached to it. I expect every provision that we have need of to come. I expect doors to open before me and favor to be granted. I walk with a new way of seeing and I'm not bound by the familiar. I seek out the new thing God is doing as we move forward with Him.

As the Vice-president of Special Events, you walk under an apostolic anointing and you:

- Lead the way in suggesting the team try something new.
 - » Held the retreat in the same place for years? Consider something larger, brighter different! Initiate the search for a new place.
 - » Worship team not hitting the mark? Visit around and invite someone who knows how to bring in the Presence of God during worship time. Consider using CDs.
 - » Never had your Regional Director in to cast vision? Consider asking her or someone from the Global Headquarters to speak.
 - » Model a Fireside Chat or another interactive session that allows people to ask questions or discuss what they have been hearing in Aglow.
- Bring recommendations for special events that are different from what has been done in the past and invite discussion.
- Work with the team to establish a budget for each event. Here are a few things to consider:
 - » Set a registration fee, project number of attendees.
 - » If you invite a speaker, the suggested amount of love gift is \$250 per session. Ask God to provide. He will. This is His idea! Include mileage to and from the airport. Parking. Luggage fees.
 - » Consider all expenses.
 - » Will you have a meal?
 - » Room costs – how many will the team be responsible to cover?
 - » The US department has a form that you can use that will help you set a budget and establish a registration fee. Email DruciAllen@aglow.org and ask for the form.

- **Do not sign a contract if it has not been first sent to Janae Lovern at the Headquarters Office. Janae's email is JanaeLovern@aglow.org.** She will check on the items below, but you can save time by telling the hotel that you cannot sign contracts with attrition or hold harmless clauses in it.
 - » **Provide the date you must have the contract back from Janae.**
 - » **Do not sign a contract with an attrition clause in it.** (An attrition clause is a clause that penalizes if a minimum is not met. For example, there is a clause that says you will spend \$10,000 for a food function and if you do not spend the minimum of \$10,000 you will pay the difference between what you actually spent and the \$10,000, plus the cost of your meals – basically, you are saying you will spend \$10,000 whether you do or not. Another place an attrition clause is used in contracts is for rooms. Watch for this.)
 - » **Do not sign a contract with a hold harmless clause in it.** That means that Aglow will be responsible for anything that happens during the event even if the venue is responsible for it. Aglow can only be responsible for what we cause.
 - » **Do ask for a Force Majeure clause.** This allows for 'acts of God', if terrorism, or other unfortunate events occur, both you and the venue are released from fulfilling the responsibility of the contract. If there is something in a contract that you do not understand, ASK until you do and do not sign until you understand AND the contract has been checked by Janae Lovern at the Headquarters Office.
 - » See if having one meal function will waive all charges for meeting rooms. Be firm about this.
 - » Oversee the signing of contracts **after the contract has been reviewed by Janae Lovern at the Headquarters Office.**
 - » You will serve as the official contact with onsite management.
- If you have a meal function, let it be known you are working within a budget. If possible, select a menu that is of lesser cost than the standard menu price. Many times a venue will work with you to reach a reasonable price with a very lovely meal. Sometimes Chef Select is a good way to get a great meal for a low price. Ask for the price to be inclusive so there are no surprise charges.
- Ask for a complimentary room for the Area Team and at the minimum, one speaker or worship leader's room. This should be in the contract.
- Ask for a free room for each 20 - 25 rooms booked. This should be in the contract.
- Give meal counts and sign bills; the President should also be available to sign bills.
- Oversee meeting room set-up or have an assistant who has a diagram to oversee the set-up.
- Ask Lighthouse teams to oversee different aspects of preparing for the event. And **be willing to let go of things that have always been done** to create space for new things to come forth.

- After initial contact by the President, be in touch with speaker(s) if you are having a speaker. Let her know who her hostess will be while at the event.
- Contact the worship team and help coordinate equipment as needed.
- Work with the Area Team to design, print, and distribute a brochure for the event –Send a copy to your Regional Director, State Leader, the Global Field Offices – USA, and other surrounding Area Teams.
- Consider doing something new each year. For example:
 - » Partner with a local non-profit and ask your attendees to bring something from a list of needed supplies.
 - » Partner with a local ministry to do an outreach in the community.
 - » Take a prayer walk.
 - » Have an evangelistic outreach and invite everyone to the Friday night meeting by giving them a ticket or invitation that allows them to attendee free.

Have fun! Share the load. Expect the Presence of God, over-the-top registrations and offerings. Expect the lives of women and men to be so changed that the change flows from them into their communities. All things are possible with God! Expect it!

More information for Special Event planning is found in Part 3 of this Digest.

Vice-president of Public Relations

Queen Esther is one of the most beloved heroines in the Bible. Her story is well known. A Jewish orphan who was raised by her cousin, Mordecai, she became the favored wife of the powerful ruler King Xerxes, who made her queen.

She kept her Jewish identity hidden and had to lay all her courage on the table when the Jewish people were threatened by a treacherous plot from Haman, who wanted to kill all the Jews.

Queen Esther risked everything by approaching King Xerxes and inviting him to a special banquet, along with the evil Haman. It was at the banquet Esther unmasked the plot of Haman, and the king ordered Haman executed immediately.

Esther was a master communicator. She captured not only the eye of the king with her beauty, but also his ear and his heart with her words and message. She effectively conveyed God's message to the king, saving not only herself, but all her people, as well.

You, like Esther, will effectively use communication to advance your area in God's plans and purposes. As Esther saw both the big picture and the details that constructed it, you will also see long range goals while being attentive to details.

Your warmth and engagement as you communicate with people will give you favor and influence, just as Esther found favor and gained influence with King Xerxes. Esther formed relationships with people from all walks of life, not just those in the royal house. You, too, will facilitate growing relationships with people from all over your area, including church leaders, lay ministers, business owners, and others. You will expand the tent stakes of Aglow in your area through the networks of people you relate with.

You realize that any correspondence you send out is for Kingdom purposes. Just as Esther had her people fast and pray before her destiny changing banquet, you will also gather intercessors to help you pray as you walk in this office. Before you send out any piece of correspondence, no matter how mundane or small it may seem, first saturate it in prayer. You will find your area's favor and influence increasing as you do.

There will be times your duties may seem daunting and you may want to throw your hands up in the air. But remember, this is a calling. Just as Esther was called for such a time as this, so have YOU been called for your area, for your team, for such a time as this. Arise, Esther! There is a people group waiting for you to step forward with excellence!

Lift your hands and pray these words over yourself as you step fully into your assignment as the VP of Public Relations for your Area Team:

Father, You sovereignly call us and position us for the greatest Kingdom glory. I accept this assignment and I fully receive the equipping, the anointing, the favor, and the skill needed to fulfil my responsibilities. You go before me and open doors of influence. You are raising my awareness of how I am known in Heaven. I am more than able to follow each appointment process and complete

each form with excellence for You are the One who has equipped me for this position. I receive every bit of creativity that goes along with this assignment to do things that have never before been done because You make me brilliant! Thank You, Lord!

As the Vice-president of Public Relations, you walk under an apostolic anointing and you:

Are the chief personal correspondent for the Area Team, ensuring a standard of excellence is maintained in all written communication and public relations material. You are the warmth behind the Aglow name and the out front face!

Handle a wide variety of correspondence for the Area Team. When corresponding with the Global Headquarters include the name and ID number of your Area Team.

Handle publicity for meetings and events sponsored by the Area Team by sending out fliers, brochures, tweeting, e-blasts, notices on Area website and Facebook pages, or securing announcements on local radio and television, or in newspapers. Remember to send the information to your Regional Director and State Leader.

Make a directory of the Lighthouses in your Area and once a year distribute to the Area Team, Lighthouse Teams, Regional Director, and State Leader. Include in the directory those who are serving your Area Team as different ministry specialists, ie, Israel Mandate, etc.

Initiate a newsletter for the Area to encourage the Lighthouses by including tidbits of messages from Conferences, Regional events, Area events, etc., and to build relationship through communication. Highlight activities that Lighthouses are doing in their communities to build relationships, share the Gospel, and other ideas to foster ideas in each community.

Watch for ways to bring the ministry to the forefront in the Area through partnering with other ministries and building relationships with pastors and business leaders.

Paperwork responsibilities:

Our database at Headquarters is only as good as the information we receive from the field. That makes your role in the paper work process of VITAL importance. Every small change of information – new officers, Lighthouses that close or go into Operation Recovery, new Lighthouses that are birthed – can only be entered into our records if you send it to us. We depend upon you to be our eyes and ears, gathering and sending the information that we need.

In the past we have required that all original forms be sent to Headquarters. Trying to save time while ensuring our records are kept up to date, we have redone many forms so that they are able to be filled out, saved, and emailed or scanned to Headquarters. Because some forms require signatures, emailed forms are acceptable when the name of the one signing is printed on the signature line and in parenthesis is written (By Email)

Example:

Signature _____ Jane Doe (ByEmail)

The latest forms are always available in MyAglow or by requesting them by email.

Lighthouses

When a Lighthouse Team appoints a new officer, review the *Leadership Questionnaire* for completeness BEFORE sending out a Character Reference Form. (If the new leader is known by the Area Team, it is not necessary to send out a CRF.)

- ✓ Is the leader filled with the Spirit with the evidence of speaking in tongues?
- ✓ Has the leader completed *GameChangers*? In the process? Or willing to complete it?
- ✓ Is the leader a Global Partner?
- ✓ Is the leader willing to attend annual Leader Development events and other Aglow events as required?
- ✓ Are all the necessary signatures on the forms?

Assist in **affiliating a new Lighthouse** by reviewing *Leadership Questionnaires* for completeness before mailing a *Character Reference Form* to the pastor. (See list above. And again, if the new leaders are known by the Area Team, it is not necessary to send out CRF.)

Area Team

When a vacancy occurs on the **Area Team**, you handle the new *Leadership Questionnaire*.

All Changes for Area and Lighthouse Teams

Inform the Global Field Offices – USA, Regional Director, and State Leader immediately when changes occur with Area or Lighthouse officers, their addresses, phone numbers, or email addresses by using a *Change of Information Form*, **filling in the form completely each time**. (There is a version of this form in MyAglow that can be filled out and sent by email each time changes are needed. If you save the form on **your** computer each time you make changes, you will only need to fill in the *newest changes* each time as all the other information is already filled in. This is a time saver!)

The basic building block of good communications is the feeling that every human being is unique and of value. See those you serve with and all those you lead from Heaven's perspective. Call them up in their identity every time you can.

Vice-president of Administration

What you leave behind is not what is engraved in stone mountains, but what is woven into the lives of others. - Pericles

Scribes in Bible times held positions of great authority. Not only were they responsible for recording the decrees and laws of kings and other officials, they bore the duty of interpreting the laws correctly and communicating them to the people.

Ezra was a ready scribe of the Law of Moses. His recording and faithful interpretation of those laws brought reformation and a love for God's Word to a people who had strayed far from it. His careful record keeping ushered in a new and needed order to the ecclesiastical and civil affairs of the nation.

As the Vice President of Administration, your job is much more than simply writing the minutes of leadership meetings, although that is certainly part of it. Like Ezra, your team relies on you to keep thorough, conscientious records of the meetings, and to keep them mindful of what's been done already and help chart the way for God's path ahead.

One of Ezra's hallmarks was his love and deep study of God's laws. You will also be one on your team who studies the Aglow guidelines carefully to aid your President and other team members as needed. You will also become well versed in *GameChangers* and *LifeChangers* principles to aid the people in your area.

Just as Ezra did, your record keeping will help illuminate the workings and plans of God, so they become understandable and are readily at hand for every member of the team. Your minutes will paint a clear picture of what God is unfolding in your area. You are the heart of communication for your team.

Ezra was consumed with a love for God's plans and for relaying them to the people. You are also filled with a love for God's plans and details as revealed in your Area Team meetings, and just as Ezra did, you will impart them understandably and in a timely manner to your team.

Remember that Ezra's work brought reform and a return to God for his people. Reform first must have a foundation of clear records to show what has been done and where God has been moving. Your work will be the impetus for growth for your entire area.

Don't think your office is minor or that "just anyone" can do it. God has given *you* a special calling and anointing for it, just as He did with Ezra.

Arise with joy into that identity! Arise into the wonderful calling God has gifted to you!

Pray this over yourself:

Father, I ask that the same Spirit that was upon Ezra to accurately record what was spoken in his day, to be upon me today as I walk in the position of VP of Administration on my Area Team. I decree and declare over myself that I am born for this! That God looked down through time and saw ME and has poured into me every good thing that is needed to excel. Thank You, Father!

As the Vice-president of Administration, you are walking under an apostolic anointing that covers all leaders in Aglow and you:

Draw a road map for the team by discreetly keeping minutes, capturing the action and direction of the team in a nutshell.

- » Always include the following information in the minutes:
 - Full name (not just initials) and ID number of the Area Team
 - date of meeting
 - who is present/absent
 - from the Financial Report, include income, expenses, and bank balance each month for quick reference
 - all decisions, especially approved expenditures with a motion and 2nd
 - leadership changes on Lighthouse Teams or the Area Team
 - a brief summary of the successes, concerns, or outreach ministries of each Lighthouse
 - highlights of any upcoming Area plans or activities
 - new territory where the team is planning to hold interest meetings to establish new Aglow groups

As the minutes are completed after each team meeting, promptly send copies to Area advisors, the State Leader, and the Regional Director. Corrections or additions will be included in next month's minutes.

Copies of the previous month's minutes are to be given to each Area Team member and approved/corrected at each Team meeting.

Minutes are to be kept for 3 years and can then be destroyed.

As an Ezra, you will discover that your carefully kept minutes will become evidence of God's faithfulness to your team. Watch for it and joyfully share with your team.

Vice-president of Financial Development

Joseph, the son of Jacob and Rachel, is known for many things; including his coat of many colors, being sold into slavery by his jealous brothers, rising from slave to chief steward in Potiphar's household, being falsely accused by Potiphar's wife and consequently imprisoned, and ultimately, through his interpretation of the Pharaoh's dreams, being freed from prison and put in charge of all the Pharaoh's lands and holdings.

God gave Joseph strategies to grow the Pharaoh's wealth, food and seed stores during times of plenty. Joseph heeded those strategies so well that there was not only enough to feed the Egyptians during seven years of famine, but also to sell to the starving people of neighboring lands, including his brothers who betrayed him.

Joseph didn't hoard what was put into his hands; neither did he foolishly waste it. He was disciplined and looked to the future in his plans. As the Vice-president of Financial Development, you will be like Joseph, not merely a money counter, but an effective steward of all the resources God entrusts to your Area Team.

You will also be the champion of giving. You will help to keep Global Partnership and A-Company giving at the forefront in each Lighthouse and all Area events. Like Joseph, you will be sensitive to the Lord's plans for growth and progress in resources. You won't operate from a penny pinching budget, and you will hear from Heaven on how to move in a Kingdom economy using *GameChangers* principles.

Your timely and careful record keeping will fulfill financial auditing requirements and will give testimony to the goodness of God's increasing blessings to the Area Team.

Like Joseph, you will help to steward your Area's resources to enable your Team to accomplish God's plans and purposes as well as sow seed into your Lighthouses as needed. Your faith and oversight to tap into the resources attached to the Area Team's identity will enable the team to sow into offerings beyond previous experience. If your team is not an A-Company member, challenge them to become part of this exciting group by pledging to give \$10 each month. A-Company gifts are above the regular tithe.

You have a unique and powerful anointing for your leadership position. Not many operate in it and that is why God has chosen *you* for this key appointment. You may have moments where circumstances pelt frustration your way, but, like Joseph you will find that perseverance and discipline will be catalysts in your upgrades as you stay in a place of faith that receives from the abundance of Heaven.

Your Area Team cannot function without you. Make prayer even more essential than your calculator. Just as Joseph was indispensable to his leader and ultimately to his whole land, so you carry the same weight with your calling.

Arise into your God given calling! It is for such a time as this that you have accepted this position!

Pray this prayer over yourself:

Father, I come before You, not only as the keeper of resources for this team, but as one who believes that You will abundantly provide more than is needed. I lift my eyes to look to You as our Source who never fails or leaves us lacking. I accept the anointing that is upon me as an apostolic leader on this team and I step into every upgrade that You have for me. Open my eyes to see the creativity with which You will resource us. Open my eyes to see where You have hidden reserves and resources for this day, for You looked down through time and made plans for the provision my team will need as we raise up Aglow groups into every city and town in our region. The prophetic word You have spoken over Aglow is that thousands of people will give into the Presence of God in our midst and that resources will be our weapon and not a chain holding us back. I believe that You have placed generous givers within the boundaries of our Area who will be part of Your resourcing plan for our team. You will provide exceedingly abundantly above what I could have ever hoped. Thank You for choosing me for such a time as this!

As the Vice-president of Financial Development, you walk under an apostolic anointing and you:

General Duties:

- Prior approval from the Area Team is required for all expenditures.
- Expect God to provide all the Area needs, both at the Area and Lighthouse level. Encourage the team to be strong in faith believing that where God calls, He provides.
 - » Provision does not depend upon the economy of the times or the economy of the area in which you reside. Provision comes from God. In Him, there is no lack.
 - » Carefully choose the words you and others speak over finances. Don't allow words to hold finances in captivity.
 - » Don't look at the past to predict how God will resource you today and tomorrow. He is well able and takes joy in resourcing your team.
 - » The money belongs to the Aglow ministry and should not be stockpiled. See that it is used to carry forth the work of the ministry and be generous in giving offerings to the various aspects of the global work of Aglow knowing that you can never out-give God!
 - » Look for ways to develop funds for the Area Team and present ideas at the team meeting.
- Have an aptitude for working with numbers and learning basic accounting principles.
- Be familiar with the *Financial Digest*. Be familiar with the section on *Financial Obligations* in the Lighthouse portion of the *Digest*. (All Financial forms are available in MyAglow to fill out on your computer and email to the Global Headquarters.)
- Manage all Area Team funds, including overseeing the collection of offerings, as well as all other income, and properly counting and depositing funds.

- Keep an accurate ledger of all financial transactions.
- Keep Lighthouse funds for any Lighthouse that does not have an EIN number and will be responsible for paying each Lighthouse's expenses as needed.
- You may be asked to handle the funds for the State Prayer Coordinator.
- Ensure all Lighthouse teams have two signatures on their bank account. (All Aglow bank accounts are required to have two signatures.)
- Bank statements for all Teams are required to go to the President. This is required by the auditors of the Global Headquarters. After the President opens the bank statement and makes an initial review the statement can be given to the VP of Financial Development. Share this information with all Lighthouse VPs of Financial Development.
- The acknowledgement receipt for all tithes and donations that comes from the Global Headquarters is required to go to someone other than the VP of Financial Development. We have set this up so that receipts automatically go to the President. After the receipt has been received and reviewed, it may be passed on to the VP of Financial Development. This step is also required by the auditors as a check and balance.
- See that one member of the Area Team is on each Lighthouse bank account to insure that funds can be accessed if the Lighthouse should close.
- Ensure that either your State Leader – and if there is no State Leader, then the Regional Director – is on the Area Team's bank account as a signer of checks. This is required by the auditors of Headquarters.
- The same person cannot be both President and VP of Finance.
- Safely store financial records for **seven years** for the Area Team. This is true for Lighthouse financial records, too.

Monthly Duties

- Prepare and present a brief, written financial report at each team meeting. Include:
 - » Income and expenses
 - » Bank balance
 - » Balance of any restricted funds
 - » Any unpaid bills.
- Send tithes to the Global Headquarters as money is received by the Area Team. In other words, **do not hold the tithe.**
 - » A tithe in the amount of 10% of undesignated offerings or donations. We are asking that tithe checks are written for a minimum of \$5 and that you always round the tithe up to nearest dollar. God is extravagant with us. We are learning to be like Him as we tithe and give offerings. (This is a good training point for Lighthouse VPs of Finance, too.)

- » A tithe of an additional 3% helps fund the work of your Regional Director with a minimum of \$5 (This means that you should round any amount less than \$5 up to that amount as a minimum gift.)
- » Any donations or love gifts to the Global Headquarters are greatly appreciated and put to good use.
- » To help minimize time spent by those in the financial office at Headquarters, only send one check per month for tithes and offerings. If several months tithe have not been paid, simply write the check for the total and designate on the form how the total is to be broken down.
- » Please send donations for the SPC and any other coordinator in your region directly to the person (the check is always made out to Aglow) or to the Area Team who is handling the funds for that person and not to Headquarters.
- At each Aglow event, make sure to present opportunities for attendees to become Global Partners and A-Company members.

Annual Duties

- Headquarters will file 990-N postcards each year for all Lighthouses and Area Teams that have EINs until further notice. If any of the teams have gross revenue in a year that is more than \$50,000, contact the U.S. Field office.
- Complete the Annual Financial Report by January 31st and mail to the Global Headquarters Field Office – USA and mail a copy to your Regional Director/State Leader. (Latest forms please!)
- File a 1099 for each person to whom the Area Team has given a cumulative amount (in a calendar year) of \$600 or more by January 31st. Reimbursements do not count toward this as long as you have a receipt for the reimbursement.
- Send a Cumulative report that details the financial health of each Lighthouse by March 1 to Headquarters. (Forms are online in MyAglow.)
- Make sure the insurance payment is sent to the Global Headquarters each year by March 31st. Check with the U.S. office for amount due.
- Have a VP of Financial Development from a nearby Area Team or an objective bookkeeper or auditor review the records at year end.
- Review the financial records of each Lighthouse, staying alert to the health of finances through their Lighthouse Ministry Update (Minutes) – if you are not receiving a monthly financial report from a Lighthouse, investigate why. You may decide to require your Lighthouses to send you a Lighthouse Monthly Financial Report in addition to their minutes. Take the initiative and be informed.
- File any applicable state tax forms.

- Provide training for all those serving in the position of Lighthouse VP of Financial Development to help them develop right attitudes toward giving and expecting God to resource their team. A workshop on how to receive an offering will go a long way.

Special Event Duties

- Make certain any guest speaker receives reimbursement for travel expense and an honorarium BEFORE leaving the event.
 - » Travel expense: If possible, send travel expenses **before** the event. Mileage should be paid at the current IRS rate. Go to www.irs.gov and type in 'standard mileage rate' in the search function on the site. Mileage for speakers is paid at the business rate while mileage for members of the Area Team is paid at the volunteer rate.
 - » Honorarium: A good average for an honorarium is \$250 per session. The purpose of an honorarium is to bless your speaker. Be as generous as possible.
 - » If your speaker purchases his/her own ticket, be prepared to reimburse immediately. (As long as you have a receipt for the reimbursement, this amount does not count towards the total amount paid in a year when considering if you need to send a 1099 each year.)

Happiness is found in giving. Reach out. Share. Smile. Hug. Happiness is a perfume you cannot pour on others without getting a few drops on yourself! Have fun as the VP of Financial Development.

Prophetic Word over Aglow's Finances

Here is part of a prophetic word spoken over Aglow's finances. Become familiar with this and teach it to each Lighthouse. Teach it to those on your team. Prophetic words are history being written in advance. Prophetic words contain your identity and they tell you what Heaven sees about you. Heaven sees each part of Aglow fully funded!

What I see is that as Heaven opens, your war chest will get bigger. And the Lord will release resources that are compatible with your favor. It is a Kingdom budget. How many of us understand that a church that is just a church can only have a church budget? But a church that has a Kingdom anointing has access to a Kingdom budget.

That is why God doesn't want you building the Kingdom out of a church budget. And you wonder why you are always warring and contending about finances. The Lord says, 'It is a different budget. It is a different part available, a different account for the Kingdom than there is for church.'

I see abundance in line with the emerging of the Son and the Bride. I see an upgrade in your identity, an increase in your resourcing. This is what I think it will mean.

Nations will provide for you.

Governments will include you in their budget.

I see buildings and property being given to you.

I see expense accounts will open. Businesses will include you in their balance sheet

And hundreds of thousands of ordinary people will give to the Presence of God in your midst.

*And I see a great confusion over hell. Because I believe that as we rise up to occupy this new level, we will confound the evil one because for centuries he has been working against this. He has been accustomed to working against a domestic cat and now he has a lioness by the tail. That is a whole different story. **You shall confound the enemy.***

*And I tell you this...**you resources will no longer be your chain; they will become your weapon.** And wherever you go, **jubilee shall follow in your footsteps.** An open Heaven shall abide with you. I believe a restoration shall gather in the space in the clash between two Kingdoms.*

Graham Cooke, 2008

Chapter 5

Vacancies on the Area Team

Resignations

An officer may resign by giving the President a letter of resignation. The letter includes the date the resignation becomes effective. A copy of the resignation letter is sent to the Regional Director. A *Change of Information Form* is sent to the Global Field Office – U.S., with a copy of the form going to the Regional Director.

Correction/Removal of Team Members

If it becomes necessary to bring correction to a team member, please follow the guidelines listed in *Conflict Resolution*, page The Lighthouse Leader's Digest. If it becomes necessary to remove a team member, you will find help in the same section.

At all times, remember to treat others with love and respect. **Do not take problems to intercessors, pastors, or others outside of the Area Team or Area Advisors...not even to your husband!** The Regional Director and the Executive Director of the U.S. Field should be notified at the first hint of conflict. Do not get caught up in sending letters or emails. If you have followed Aglow guidelines, involved your Regional Director and the Executive Director of the U.S. Field, it is not necessary to defend your actions to others. Stay calm. Preserve relationship at all cost.

Spiritual Warriors serve from a level of peace. They are untroubled when situations arise. They walk in confidence in God's will for the team. They know that every situation is designed for the team to discover God's presence in a new and greater way. Release grace. Turn the other cheek if necessary. Walk an extra mile.

We have all experienced times when a situation has gotten out of hand. As Paul Harvey said, "In times like these, it is good to remember that there have always been times like these." We have seen the harm that is done to past, present, and even future leaders. We have walked through the destruction left in a Lighthouse or an Area. We have felt the opinions and judgments left in a community.

When walking through a difficult place, do unto others as you would have them do unto you. And even if they don't do right, hold your tongue and allow God to be your defender. Prov. 14:12 "There is a way that seems right unto man, but the end thereof is destruction."

Never make the decision to quit during conflict. When you realize the magnitude of the call that is on the ministry of Aglow, you must also realize that there are assignments against you, as an officer, to cause you to step out of your place. Rubbing the sharp places off of each other will always be there. Go through conflict and grow!

Chapter 6

Appointment Process for Area Officers

Appointing an Officer to a Vacant Position on the Area Team

The Area Team should appoint an officer (whose position is not the Presidency) when there is a vacancy on the team. A vacant position can be filled in one of two ways:

- By one of the officers who is currently serving on the team. In this case, all that is necessary is to send in a *Change of Information Form* to the Global Field Office – U.S. and the Regional Director. (If the vacant position is that of the President, your Regional Director will work with you in appointing a new President.)
- **By appointing someone that is not currently serving on the team.** In this case, follow the Appointment Process for a New Area Officer.

Appointment Process for a New Area Officer

When appointing a new officer to the Area Team, please follow this process:

- As a team, pray and agree upon the person to ask to serve in the vacant position, keeping in mind the qualifications needed to serve as an Area leader. REMEMBER: The Area Team should reflect a diversity of denominations, races, generations, and communities. It is best if the person being considered has Aglow leadership experience and is familiar with the ministry.
- Before asking the woman to serve, the President should get verbal approval from the Regional Director.
- Upon receiving verbal approval from the Regional Director, the President contacts the prospective officer, informing her that she has been selected to serve as an officer on the Area Team pending completion of paperwork and approval process. **If she has been serving on a Lighthouse and you have her Leadership Questionnaire on file, she doesn't need to complete a new one.**
- The prospective officer should receive a copy of the job description and a copy of *Qualifications of an Area Leader*. (If the officer is not well informed about today's Aglow or, on rare occasion, has not had previous Aglow experience, she should also receive a copy of the Constitution and Bylaws, the Mission Statement, What We Believe, the mandates and a Global Partner form if she is not a Global Partner.)
- Once a positive response has been received from the prospective officer, the VP of Public Relations should send her a *Leadership Questionnaire*.

- After the completed *Leadership Questionnaire* is received, the VP of Public Relations should check it for completeness, giving special attention to the following areas:
 - » **Is she a Global Partner?** If not, have her fill out a form to turn in with her paperwork to the Global Headquarters.
 - » **Does the woman speak in tongues?** If not, meet with her and pray for her to receive her prayer language **before proceeding**.
 - » **Is she willing to attend leadership training each year?** If the answer is no, do not approve her paperwork without speaking to her and reminding her that this is a requirement, at which point, her answer should be changed to reflect her willingness to attend required meetings.
 - » **Is the woman the head of another ministry or heavily involved in another ministry? If so, is she willing to make her time of service in Aglow a priority?** If the answer is no, find out if she feels called to serve in Aglow. Bringing on a leader who doesn't sense the call of God to serve in Aglow could open the way for strife and division on your team. Calls and priorities must be clear at the start.
 - » **IF these four questions are not resolved before approval is given to serve, one or more of these areas could become 'issues' in the future. Settle them now! (The same holds true for those who are coming into leadership on a Lighthouse Team.)**
- The VP of Public Relations schedules an appointment with the new officer and the advisor(s) for an interview, obtaining the signature(s) of the advisor(s) after the interview.
- At this point, the VP of Public Relations brings the completed, signed *Leadership Questionnaire* to the Area Team for approval. **On the rare occasion that the officer has not served in Aglow before**, a *Character Reference* form should be sent out before approval is given for her to serve.
- Once the *Character Reference* form is received and has been reviewed by the Area Team, the Area Team signs the *Leadership Questionnaire* and notifies the officer that she is approved and is invited to serve on the team.
- The VP of Public Relations fills out a *Change of Information Form* and sends along with it a copy of the *Leadership Questionnaire* to the Global Field Office – U.S., retaining the *Leadership Questionnaire* and the *Character Reference Form* for the President's files.
- A copy of the *Change of Information* form should be sent to the Regional Director.

Officer approval does not come from the Global Field Office – U.S. Once the Area President and a second person on the team have signed the forms, the officer is approved to serve. For this reason, we urge you to make sure that each question is answered in a way that makes your team feel comfortable with the perspective officer, her commitment, and leadership skills, and that the process of advisor interviews have been completed.

Chapter 7

Review of Area Leadership Team

Encouragement is the review's main purpose. Everyone needs to know how she is doing. It is important that each officer be affirmed for personal growth and victories. The review can also help bring differences and problems to the surface. If any officer has served more than eight years on the team, she needs the approval of the Regional Director to continue serving. This should be noted on the form that the review committee completes.

Each January, four officers will go through the review process.

- In even numbered years:
 - » President
 - » Vice-President of Financial Development
 - » Vice-President of Public Relations
 - » Vice-President of Lighthouse Development
- In odd numbered years:
 - » Vice-President of Special Events
 - » Vice-President of Administration
 - » Vice-President of Leadership Development
 - » Vice-President of Ministry Development and Resources

The review will be done in a two part process.

- The officer being reviewed will complete the *Area Officer Self-Evaluation Form*. She will bring the completed form to a meeting with the Review Committee.
- The Review Committee will be made up of a minimum of 3 people who consist of:
 - » The President (if she is not up for review, otherwise, another member of the team, not being reviewed).
 - » One member of the Area Team, not being reviewed.
 - » One advisor.
- The Committee will review the *Area Officer Self-Evaluation Form* with each officer and complete an *Area Officer Review Committee Report Form* at the end of each review.
- The Area President will keep original forms in her files and send copies of each form to the Regional Director. (Copies of the forms for the President will also be sent to the Executive Director of the U.S. Field.)

- While it is permissible to allow others from the Area team who are not being reviewed to participate in the review of a fellow Area officer, all those involved in the review process should freely express encouragement as well as constructive criticism.

Chapter 8

Starting or Closing an Area Team

Starting a New Area Team

In the coming days, expect GROWTH! With a Lighthouse coming to every city in every state, Area Teams are going to be extremely busy! When the number of Lighthouses in an area grows larger than the Area Team can care for, it becomes necessary to divide the work load and form a new area.

If you feel your area needs to be divided, contact your Regional Director who will contact the Global Field Office – U.S. for advice and assistance.

Responsibilities of the Existing Area Team

After contacting your Regional Director, the Area Team:

- Sends a map showing the proposed division to the Regional Director and the Executive Director of the U. S. Field.

Responsibilities of the Regional Director

Appoints officers for the new Area Team. (Current Area Team officers who live in the new area should join the new Area Team along with new women who will be appointed out of the new area.)

- Sends an *Area Affiliation Application* to be filled out by the new area's President then mailed back to the Regional Director.
- Sends *Leadership Questionnaires* to be completed by the new area's officers. Forms are mailed back to the Regional Director.
- Sets up interviews of the new officers with the advisors of the new team or if advisors have not been selected, the advisors of the existing team.
- Once the *Leadership Questionnaires* have been signed by the advisor, the Regional Director checks the *Leadership Questionnaires* for completeness and sends out *Character Reference Forms* on any new officers who have not served in Aglow.
- After receiving the *Character Reference Form(s)*, and reviewing the *Leadership Questionnaire(s)* for signatures, the Regional Director sends the *Area Affiliation Application Form*, along with copies of the *Leadership Questionnaires* for each officer on the new Area Team, to the Global Field Office – U.S. (If an officer being considered for the new Area Team was currently serving on the other Area Team or a Lighthouse Team, it is not necessary to fill out a new *Leadership Questionnaire* unless there is not one on file at the Global Headquarters.)
- *Character Reference Forms* on the new Area Team are kept on file by the Regional Director.

Responsibilities of the Global Field Office - USA

- The Global Field Office – U.S. checks the forms for signatures, completes the affiliation process, and sends the new Area President a packet of information.
- The packet of information will contain:
 - » A Leader's Digest-Lighthouse and Area portions.
 - » A Financial Digest.
 - » A Mandates Teaching Guide.
 - » DVDs of each Leader to Leader Series.
 - » Latest conference message.
 - » EIN number.
 - » Aglow ID number.
 - » Certificate of Affiliation.

To help the new Area Team, your Area Team should turn over any records pertaining to the Lighthouses now under their oversight (Minutes, *Leadership Questionnaires*, Financial Reports, etc.). You should also seed a financial gift to the new team, if possible.

The officers on the new Area Team will serve one year before beginning the review process for Area Officers.

Closing an Area Team

Realizing this will soon become an obsolete portion of The Area Leader's Digest, we have decided to open with a quote from Winston Churchill,

Never, never, never, never give up!

And if that isn't enough to inspire you to continue, read what H.E. Janson had to say,

**The Area Team who exists may have been counted out several times,
but they didn't hear the referee.
Never—never give up.**

Job 42:2 *No purpose of God can be thwarted.* Once His word goes forth, it will accomplish what it was sent to do. Once an Area Team or a Lighthouse has been formed, **even though it might close, it still stands tall in the Spirit realm!**

Having said this, we realize it is sometimes necessary to dissolve or merge Areas. As you begin to consider doing this, be in touch with your Regional Director and the Executive Director of the U.S. Field to discuss options. Be willing to consider any instructions or advice and allow time for any steps that you have taken to work.

In the event the Area Team does need to dissolve or merge:

- Make the decision with your Regional Director and Executive Director of the U.S. Field.
- Settle any outstanding debt of the team.
- Pass on all equipment and funds to the Area Team that is stepping in to give oversight to your area.
- Send the following items to the Global Field Office – U.S.
 - » Financial ledgers
 - » Financial reports
 - » Bank statements and cancelled checks
 - » Any legal documents.

Any minutes or other papers you have accumulated may be thrown away.

Chapter 9

Lighthouse Liaisons, Field Assistants, Ministry Specialists, and Church~Aglow

Lighthouse Liaisons

Each Lighthouse needs the hands-on care of a personal liaison from the Area Team. Each Area officer should be assigned a Lighthouse where she listens to the concerns, cares for the needs, celebrates each success, and supports the ministry efforts of the Lighthouse. If your Area is large and you have many Lighthouses, you may appoint Field Assistants to aid you in the oversight of Lighthouses. (See the section below for guidelines concerning Field Assistants.)

The word *liaison* means a close bond, an interrelationship or communication for mutual understanding. As an Area Team member you are assigned to be a special friend and advocate for one or more Lighthouses. Although the whole Area Team continues to be corporately responsible for the care of all Lighthouses, the liaison builds relationship with her assigned Lighthouse(s) in a way that she is familiar with the ongoing health, special interests, and special needs of the group.

If an Area Team does not have all the positions on the team filled and needs assistance, you may appoint former Area Team leaders or former Aglow leaders who continue to have a heart for the ministry as Field Assistants.

The Field Assistant

The Field Assistant is a person who is also a liaison, yet is not a member of an Area Team; however, she is appointed by the Area Team to help oversee Lighthouses and to assist in beginning new Lighthouses. While a Field Assistant is not a voting member on the team, she stands in authority where the Area Team has sent her to function and to carry out their decisions.

She:

- Meets all the Qualifications for an Area Leader.
- Fills out a Leadership Questionnaire, which is kept by the Area President.
- Is a current Global Partner.
- Provides updates on assignments she has been given.
- May request time on the Area Team agenda to discuss plans before implementation of any new idea. The Area Team carries the responsibility for decision making.
- The Area Team abreast of good reports, concerns or problems, knows that it is the Area Team who is responsible to resolve problems.

- Receives copies of all correspondence to Lighthouses from the Area Team which equips her to speak with the same voice as the Area Team is speaking.
- Works within the overall vision of the Area Team and the Aglow ministry.
- Gives all materials to the next person to fill her position or returns materials to the Area President.

How Liaisons or Field Assistants Can Strengthen Your Are

The role of the liaison and the role of the Field Assistant are flexible, with the Area Team determining what works best. Experiment to find out. Avoid misunderstandings by making sure it is clear to the Area Team, the Field Assistant, and the Lighthouse how liaisons and Field Assistants are different in authority, yet both are designed to help the Lighthouse prosper.

Here are some suggested ways that liaisons or Field Assistants can serve and support Lighthouses.

- Look for ways to build relationship with Lighthouse Leaders and ministry chairs. Friendship goes a long way in helping build strong relationships between the Area Team and the Lighthouse Team.
- Pray specifically for Lighthouse Leaders, asking them for specific requests.
- Be an encourager. Praise any creative strategies the Lighthouse is doing. Comment on growth in individual leaders.
- Bring verbal updates back to the Area Team. Some things to include in the update:
 - » What information is the Lighthouse seeking from the Area Team?
 - » What goals has the Lighthouse set?
 - » How are they reaching those goals?
 - » What impact is the Lighthouse making in the community?
 - » How is the Lighthouse reaching out to the lost and hurting in their community?
 - » How many salvations, healing, etc., have they seen?
 - » What leadership development needs do they have?
 - » Are they working together in unity?
- Besides attending Lighthouse meetings, reach out by phone, email, or cards. A short phone call can brighten a leader's day.
- Invite input.
- Besides offering advice or encouragement, be a listening ear.
- When a Lighthouse is considering a new officer, submit the name to the Area Team *before* the person is asked to serve.
- Offer to help if the Lighthouse is short of officers or helpers.

Knowing that you are willing to help set up before a meeting, work at a publication table, or greet at the door speaks volumes to Lighthouse Leaders. Go the extra mile.

It is permissible for an Area Officer to serve on a Lighthouse team at the same time she is serving on the Area Team. A Field Assistant would need to complete the paperwork procedure to serve on a Lighthouse team.

Ministry Specialists

Love Your Neighbor Coordinator, “I” Coordinator, Israel Coordinator, Church Aglow Coordinator, Emergency Preparedness Coordinator, Generations Project Coordinator, State Prayer Coordinator, etc.

Each Ministry Specialist can be a great asset to an Area Team. Consider inviting them to a team meeting to share their expertise and anointing. Promote ways for them to bring their expertise to Area events. Allow time for them to impart vision by presenting what they are doing. The more a Lighthouse hears, the more they understand – and the more you hear, the more *you* understand! Lead the way! Set the pace! This “stuff” is part of our DNA!

Because regional and state coordinators have been appointed in each region or state by the Regional Director, please contact your Regional Director before appointing a coordinator at the area level. Our goal is that each area would have a person with a heart in each field to help bring forth vision in the area.

All coordinators must meet the same requirements for leadership as an Area Team officer. See [Qualifications for an Area Leader](#) in Chapter 3.

Church~Aglow

In 2004, Church~Aglow was transformed! Today, Church~Aglow is any interaction between Aglow women and the local church. Because Aglow is all about relationship and reconciliation, Church~Aglow (or C~A) is about establishing relationship with the local church and reconciling the Body of Christ to walk together in unity.

There are currently many expressions of C~A throughout Aglow. In the church, Aglow women are:

- teaching
- leading Bible studies
- leading intercessory groups.

There are many places where pastors are inviting Aglow women into their churches to help train their women.

One aspect of Church~Aglow that brings confusion for Area Teams is the C~A group within the church. A C~A group within a church is not a Lighthouse. It is a group of women within the church who function under the vision of the pastor of that church. The leaders are appointed by the pastor.

Their ministry is within the church and occasionally they pull other churches in their community together for a joint meeting.

Currently there is a Church~Aglow Coordinator in six regions in the United States. The goal is to have a C~A Coordinator in every region. C~A Coordinators have a heart for the local church and it is their goal to establish relationship with pastors and churches throughout their region.

Occasionally, one of the Coordinators will be tasked with helping a pastor begin a group within his congregation. When this happens, the C~A Coordinator will contact the Area Team and let them know what is happening with the church. This is not a competition to you, but rather a coming alongside and a help to you.

We want Area Teams to be aware of C~A groups within the churches in their area so that they can also be a help and resource to the group and to the pastor. We want you to come alongside the pastors in your area and help them in whatever way you can. If you have Lighthouses in your area meeting in churches, encourage the leaders to build relationship with the pastor and his wife.

C~A groups within a church are a way to introduce the women in the church to the ministry of Aglow. Aglow has long been known for growing leaders. As pastors become acquainted with Aglow in this new way they will be more willing to have their women involved in a ministry they know and trust.

Here are some encouraging and exciting C~A activities:

- In California, Aglow women are teaching about the Holy Spirit in the Catholic Church. At the same time, the C~A Regional Coordinator is traveling around the state with the State Prayer Coordinator, Native American Regional Coordinator, and the Gates of Prayer Leader. They are sharing about their ministries at the Area Team Leadership Training events. C~A Regional Coordinator is having doors open before her to meet with pastors and to pastor groups in her region.
- In Oklahoma, the C~A Regional Coordinator, under the vision of the Pastor of her church, held a conference for the younger women, exposing them to the wonderful things that Aglow offers and helping them to grow spiritually. The young women desire more of this and plans are under way for a spring retreat.
- The North Carolina – Central Area Team noted that after one church in their area held a conference where two of the speakers were Aglow ladies, one of the women in the church decided to join Aglow. As Area Teams and other Aglow women are speaking at church retreats and showing support for the local churches, they see church leaders becoming interested in Aglow.
 - » One of the local churches now uses Aglow's yearly area retreat as their church retreat. The NC Team says "We have been doing this all along, but didn't know it was Church~Aglow. They are going into many churches to share, teach, and serve. Look what God is doing right in front of our eyes!"

- In the North Central Region, the C~A Regional Coordinator, Lois Koss, has teamed up with her husband and has been teaching a prophetic training group in their church. Church elders, their wives, and the pastor's wife now attend. People are stepping out in the gifts of the Spirit.
- In the Great Lakes/Ohio Valley Region, the Kentucky – East Area President teaches weekly classes on intercession and recently began a neighborhood Lighthouse with ladies from her church.
- In the Northeast Region, the pastor of a local church asked Aglow women to come in to minister and to train his people after the Lord spoke to him. They began with a Bible Study and now have developed a recovery group in the church called Restored.
 - » In another church, an Aglow Bible study geared for younger women began and grew very quickly.
 - » In yet another church when the Pastor asked for Aglow to come in and help older women grow spiritually. For the first time, the 70-80 year olds began to pray out loud and for each other!
 - » The C~A Regional Coordinator is very much involved in bringing the churches together in her area for the National Day of Prayer. Her efforts are growing into surrounding communities with great cooperation among the pastors.

In this day, God is calling the Body to walk in unity and C~A is a tool to help Aglow and the church do that. It is important that we walk together as Aglow leaders to accomplish what God has put in our hand to do. Church~Aglow is one of the things God has given us to do.

We encourage you to get to know your C~A Regional Coordinator. While she is not another level of leadership, she is a woman who has a heart for the church and is trained on how to talk to pastors. She will be an invaluable help to you in your area. Invite her to come to an Area Team meeting and share her heart with you.

Here, in the words of some of the C~A coordinators, is what Church~Aglow is:

- **Northeast Region C-A Regional Coordinator:** *Church~Aglow is a ministry that extends from Aglow into the local Church, when invited, to form a partnership where Aglow women come along side of women from that church to teach, mentor, encourage and grow them up in areas where they are either weak or lack knowledge. The Pastor of the church has given his or her approval of this invitation and those in leadership are under his or her authority and approval. It is an opportunity for outreach for the Local Aglow Lighthouse and/or Area Team*
- **Mid-Atlantic C~A Regional Coordinator:** C~A is a force to be reckoned with. It is a uniting of the local church and Aglow Int'l in ministry to bring forth the kingdom of God and His purposes on the earth. It is indeed blessing the local church as Aglow women and men are available to serve and cooperate with the church as needed; and it is indeed a blessing to Aglow International as the local church sends women into Aglow Lighthouses, Retreats, and

training sessions. I believe it is one of the ways we will see growth in the local Lighthouses. I believe the plans of God for C~A are far beyond my limited vision, as evidenced by the partnering of Aglow women and Pastors in the Philippines to see souls saved and delivered, to raise up churches, and to train leaders in Aglow and the church. We have to be open to the creativity of our Lord and not limit Him as He uses this one small, but vital, part of the Aglow ministry. And C~A is a pioneering ministry, which makes it even more exciting. We must hear what is on the Lord's heart in order to march forth. C~A can bring forth new passion into Area Teams and Lighthouses as they enlarge their territories and serve local churches even more fully.

- **North Central C~A Regional Coordinator:** I see Church~Aglow as a tool in God's hand to bring forth unity in the body of Christ and to bring forth the Kingdom of God on the earth together. As we in Aglow reach out in a loving way to encourage the church to be everything that God has intended, we will see barriers in the body of Christ broken down and will see individuals as well as the corporate church come forth released in their gifts with power and strength to do God's will.

If you and your team have further questions regarding C~A please call the U.S. Field Office at Aglow International and ask to speak to the Executive Director of the U.S. Field. We have a C~A brochure that will be helpful to you as well. Call the office to place an order.

Chapter 10

Area Team Reporting Requirements

Here is a list of reports your Area Team is responsible to complete throughout the year. This page doesn't give all the specifics on each item, so for details be sure to refer to the specific section for more details.

Annual Reporting Requirements

Annual Financial Report

Person Responsible:	Vice-president of Financial Development
How often:	Once a year, NO LATER THAN January 31st
Send to:	Global Field Office - USA
Copy to:	Regional Director

Annual Love Gifts for State Prayer Coordinators

Person Responsible:	Vice-president of Financial Development
How often:	Each May and more often as God leads
Send to:	State Prayer Coordinator

Annual Insurance Payment

Person Responsible:	Vice-president of Financial Development
How often:	Early in the first quarter of each year, no later than March 31st
Send to:	Global Headquarters

Annual Area Officer Review

Person Responsible:	Area President
How often:	Yearly
Send to:	Regional Director
Copies to:	<i>President only</i> to Executive Director of the U.S. Field

Annual Applicable State Tax Forms/Payments

Person Responsible:	Vice-president of Financial Development
How often:	As needed
More info:	See the <u>Financial Digest</u>

Annual 990-N (e-Postcard) to Internal Revenue Service

Person Responsible: Headquarters, U.S. Field Department
How often: Each year by May 15th

Other Reporting Requirements

Area Minutes and Financial Report

Person Responsible: Vice-president of Administration
How often: Following each Team meeting
Send to: Each advisor, US Regional Director

The President and the Vice-president of Administration should keep minutes in their files for three years. The Vice-president of Financial Development should keep financial reports for seven years.

10% Tithe to the Global Headquarters and 3% for Regional Director

Person Responsible: Vice-president of Financial Development
How often: After an offering or income is received
Send to: Global Headquarters
How much: 10% for Global Headquarters
3% for US Regional Director
Round up to minimum of \$5

Please include your Area ID on your check and use the tithe form

Leadership Questionnaires for New Area Officers

Person Responsible: Vice-president of Public Relations
How often: When new Area Team officers are appointed
Send to: Global Field Office - USA
Copy to: President's file

Leadership Questionnaires for New Lighthouse Officers*

Person Responsible: Vice-president of Public Relations
How often: When new Lighthouse Team officers are appointed
Send to: Lighthouse President of newly appointed officer
Copy to: President's file

*It is helpful to remind the Lighthouse President that their team is responsible to forward the Leadership Questionnaire to headquarters, along with an updated Change of Information form.

There is a template letter in your forms section called *Lighthouse form letter for new officer* that you can personalize to send with the Leadership Questionnaire.

Change of Information Form

Person Responsible:	Vice-president of Public Relations
How often:	Every time any type of change occurs (i.e., phone number, address, officer (new on team or change of position), email address, etc.)
Send to:	Global Field Office - USA
Copy to:	Regional Director

Affiliation Application for a New Lighthouse*

Person Responsible:	Vice-president of Administration
How often:	When a new Lighthouse is affiliating
Send to:	Global Field Office – U.S. along with approved Leadership Questionnaires of officers
Copy to:	President's files

*Before sending the paperwork to headquarters, make sure every officer is a current Global Partner and every form has been properly signed. Your affiliation will be delayed if these requirements are not met.

Chapter 11

Advisors

In the early days of Aglow, Advisors played an important role as new Lighthouse Teams opened in towns across the nation and world. Having women in leadership was new to the Church and asking local advisors to approve leadership questionnaires, listen to messages, and help teams as they problem solved was a perfect way for Aglow and Pastors to work hand in hand in the community.

As time passed and the Body of Christ grew in recognizing women as leaders, we began to sense that we have an in-house system that recognizes the call upon the ministry, knows who Aglow is in the earth, and has been trained and equipped to help guide those in leadership positions below them. For that reason, it is no longer required for local Aglow groups to secure advisors when opening a new Lighthouse.

We will always hold dear the willingness of Pastor's to give of their time and advice to guide us in those formative years. Their support, love, and friendship still mean the world to us. Each one who carried the title of 'Aglow Advisor' is forever in our hearts.

Because advisors are no longer required for Aglow groups, there are no official handouts for them. We want you to build strong relationships with the Area Team over you, your State Leader, your Regional Director, and the Aglow International Headquarters, U.S. Field Office leadership. We love you. We are here for you and look forward to serving you in all the ways that you need.

FAQs

- **What do we do if we currently have an advisor?** Feel free to involve them when needed until their agreed upon time is completed and then send them a letter of appreciation thanking them for their time.
- **Can we keep asking past Aglow leaders to serve as advisors?** If those Aglow leaders are attending yearly Aglow functions and keeping up with what God is speaking to the ministry, you can; however, we strongly urge you to build those important relationships with those in leadership over you.
- **A Pastor has served our group for YEARS? Can we keep him/her?** It is not our desire to push anyone out who loves the ministry and has walked faithfully with you. If and when the time comes, trust Holy Spirit to show you what to do. Always err on the side of graciousness.

Part 2

The Lighthouse

Nurturing Lighthouse Leaders

Have you ever wondered why you stayed in leadership beyond the initial two-year commitment you made when you began as a Lighthouse leader? Or maybe your first commitment was a one-year commitment as a ministry chair. What makes the difference in why some stay for a lifetime and some are only in Aglow leadership for a season? Could we dare to venture that it is the call of God on an individual's life that makes the difference?

As Area Leaders, one of your greatest responsibilities is to nurture Lighthouse Leaders. Look for ways to bring out their strengths and encourage them in their weaknesses. Pull from each leader, the greatness that God has deposited within her. The Lighthouse leaders are the frontline warriors of the ministry, providing hope and bringing heaven to earth in their communities.

Some Lighthouse Leaders are called to a lifetime of service, while others are called to a season of service. No matter the length of service, all those leading will need your help in various areas. They need to feel the warmth of love that comes from your team, assuring them of their importance in helping fulfill the call of God upon the ministry of Aglow. They need your support in times of growth and success as well in times of struggle and decline.

Here are a few keys to aid you as you nurture each leader.

- **Make time to pray for each Lighthouse Team.** Take to heart their needs, their strengths, and their weaknesses. By building relationship with each team, you will have a finger on the pulse of their team and will know how to pray strategically.
- **Build relationship through an active liaison.** Nothing speaks more loudly than a personal touch that says, "I care." Find simple ways to build an impenetrable bond with each team. Use newsletters, email, phone calls, personal visits, or cards that can not only convey the heart of your team, but show their importance in the big picture in your area.
- **Let the leaders see the real you.** As you spend time nurturing your leaders, let them have ownership in the area by knowing the needs of the Area Team and each one on the team. Phony will not fly in this restless, mobile generation of today.
- **Find time for fun.** All work and no play makes for a boring day! Use opportunities to laugh and play along the way as you are building relationship. Connecting over coffee without discussing business can go a long way in a day of trouble.

- **Treat each leader as a ministry peer.** Where do Area Leaders come from? Lighthouse Leaders! As you are growing each Lighthouse leader, be aware that you are raising up someone who could very well serve in the position where you currently are serving. Treat each leader with respect and honor.
- **Take time to explain your decisions.** If you have built strong relationships, your leaders will likely accept each decision that your team makes as you lead. However, no one is crazy about change. Take time to explain things that might be perceived as “rocking the boat” or things that are a change of direction from past Area Teams. Letting your leaders know that it is important to you that they are with you will foster good relations even during hard decisions.
- Take time to explain the decisions that come down from the Global Headquarters.
- A wise Area President once told her Lighthouse teams, “We might not agree with every decision that comes down from Global Headquarters, but we are going to align ourselves with them and not allow a spirit of division to come in over a simple decision we don’t understand. We will pray for them and trust God in them and IF they have made a wrong decision, God will bring a course correction.”
- Recently this same sentiment was sounded at a regional rally by the Regional Director, who said, “The enemy does anything to stop unity, and he will try to get you to pick apart decisions that are made by those who serve over you in leadership simply to get you out of unity. Don’t be moved! With unity comes a blessing.”
- When two men were on the road to Emmaus, they began to wonder and reason between themselves over things that they had heard Jesus say but had not understood. They thought He meant this or that and it seemed nothing came to pass. Their reasoning and logical thinking blinded their eyes and kept them from recognizing Jesus when He joined their journey. Don’t allow misunderstandings to blind your eyes or the eyes of those under your leadership.
- **Help Lighthouse Leaders see that they are indispensable.** Lighthouse Leaders are the front lines of the ministry. They need to hear their importance from you. Transformation in their community depends upon their following God’s plan for their community. By touching one woman, Jesus caused an entire village to hear. Help the leaders see the importance of reaching friends, neighbors, and others living in their community. Get out those purple hearts and awards of valor!
- Showcase Lighthouses in your monthly or quarterly newsletters. Feature successful ventures and let the enthusiasm spread. Let them hear you say that no other level of the ministry can go where they go and touch people like they do.
- **Create an atmosphere where input from Lighthouse Leaders is invited and valued.** Inviting input and genuinely listening will go miles in building relationship and trust. Find ways to ask leaders often for their thoughts, ideas, feelings, and concerns. And don’t be offended by what they say! Take what is good and toss the rest. Creating an avenue of open

communication will help confirm to your leaders how valuable their input is and it will eliminate guesswork for your team.

- **Run the risk of over communication.** Never assume. It is always easier to explain up front than to untangle strange, twisted tales from the grapevine. Communicate often and well, sharing the reasons behind decisions or upcoming changes. Let your attitude say, “We’re in this together, so here’s the latest....” And be sure to welcome questions.
- **Remove the phrase** ‘that’s not the way we’ve always done it’ from your vocabulary. Encourage your Lighthouse leaders to do the same. This is a new day. Be open to new ideas. Encourage Lighthouse leaders to think outside the box. Support new ideas and help find ways to implement even if you’ve never seen it tried before. If in doubt, call your Regional Director or the Executive Director of the US Field. Give timely approval – waiting 6 months to say yes can take the starch out of the stiffest sail.

Affiliating a New Lighthouse

As an Area Team, you should expect to affiliate a *minimum* of one Lighthouse each year with a goal of seeing each town or city in your area with an active, flourishing Lighthouse. Expect large cities to have multiple Lighthouses. Your goal is to see heaven on earth all over your area.

When Aglow first began in the late 60s, it was uniquely a woman-to-woman ministry quickly reaching into many nations of the world. Today, women and men from all walks of life find safety and wholeness as they attend Aglow functions. Just as the Holy Spirit drew us, He is still drawing friends, neighbors, relatives, and those we don’t know into the Aglow Lighthouse meeting. It is His presence that defines us and it is His presence that draws those in need. Therefore, the foundation of each new Lighthouse should be firmly built upon His presence. Each new group must begin with prayer and worship, and out of that place, leaders will be chosen and other defining decisions will be made.

Because God is extending His hand to men in this day, the Aglow Lighthouse may look different, yet still led by the same Holy Spirit. A new group might consist of all male leadership and be open to the men of a community, or leadership might consist of teams of husbands and wives and be open to couples as well as singles. It is a new day in the ministry, and we must not shrink back from what God is doing. In fact, you should find yourself faced with new questions as your team has not been this way before!

Follow Through with Each Contact

As contacts are made in each town, the Vice-president of Lighthouse Development should stress the importance of seeking God through prayer and worship as they meet together. Encourage potential leaders to invite others in their community to join them as the foundation is laid through ongoing prayer, setting the new Lighthouse on a foundation of solid rock. It is to everyone's advantage to make sure each group starts out on the right foot! Provide leadership training as they progress.

Packets for new Lighthouses are available by contacting the Global Field Office – U.S. to aid your team as new Lighthouse groups begin. Move quickly in assisting a Lighthouse in the affiliation process. Waiting too long can appear that your team isn't interested.

Ideally, the Area Team would be available to walk with the new group through the beginning process of prayer, questions, and laying a strong foundation. If everyone on the team is not available, the Vice-president of Lighthouse Development and the Vice-president of Leadership Development should walk with the new group. Being present when they meet is best, but be sure to give them your contact information and respond quickly when they reach out. Do not fail to initiate friendly and informative times together, ensuring them of their importance and your interest in the success of their group.

Share Aglow's history, mandates, mission, and the basics of how an Aglow Lighthouse functions in a community, as well as the qualifications and roles of officers. Lead them in choosing officers and in deciding which type of Lighthouse will best meet their needs.

Provide them with all the forms they will need to get started as well as a loaner copy of The Lighthouse Leader's Digest and the Financial Digest (they will be sent their own copies once they are affiliated):

- Application for Affiliation
- Leadership Questionnaires
- Global Partner forms

Follow the guidelines later in this chapter for processing the paperwork for new Lighthouse officers, as all the officers for a new Lighthouse will most likely be new officers! The approval of each officer rests with the Area Team.

After the *Application for Affiliation* has been filled out, these qualifications must have been met:

1. Each officer becomes a Global Partner.
2. Each officer meets with an advisor and the advisor approves her to serve as a leader and signs the *Leadership Questionnaire*. (If the Lighthouse has not selected advisors, the Area advisors may be used to interview new Lighthouse officers. Advisors should not sign the form in front of the new officer and the form should be returned to the Area leader confidentially.)
3. The *Character Reference* forms have been sent out, returned, and reviewed by the Area Team (a phone interview is permissible for completing the *Character Reference* form).
4. All *Leadership Questionnaires* have been reviewed by the Area Team and signed.

The Vice-president of Public Relations should send the following to Global Fellowships - USA:

- Signed and approved Leadership Questionnaires
- A filled out and signed Application for Affiliation for Aglow Lighthouse Ministry

- A cover letter giving the Area Team's approval for this Lighthouse and explaining any unusual circumstances. (For example, "All three officers are from the same church, but this is a small rural community with few churches.")

Keep copies of all *Leadership Questionnaires*, the *Application for Affiliation*, *Character Reference* forms, and the cover letter in the President's files. Provide leadership training for the team as soon as possible, preferably before their first public meeting.

Note: The new Lighthouse needs to wait until they are officially affiliated to use the Aglow name or to hold their first meeting, unless the Area Team presides at the meetings. Once the paperwork has been sent to the Global Field Office – U.S. and reviewed for completeness, a certificate of affiliation will be sent to the Area Team. It should be presented to the Lighthouse President and kept in her files.

The official name of the Lighthouse is the town in which the Lighthouse is meeting. For example, the Lighthouse in Kennewick, WA would be Kennewick WA Community Lighthouse. It is permissible for the Lighthouse to advertise using a name unique to the area they cover. For example, the Kennewick WA Community Lighthouse could advertise as The Tri-Cities Area Community Lighthouse as the Lighthouse serves the towns known locally as the Tri-Cities; however, their official affiliated name would be Kennewick WA Community Lighthouse. If there is already a Lighthouse in the same city or town, their names can be differentiated by added words like North, Evening, etc. to the name. However, when a Lighthouse corresponds with the Global Headquarters, they must use their official, affiliated name.

The reason the official name of the Lighthouse is the town in which they meet is to aid those trying to find the nearest Lighthouse to attend. When someone calls or e-mails the Global Headquarters, we look for the nearest Lighthouse by town names, not names unique to the area.

Prophetic Word Fulfilled! Happy Birthday New Lighthouse!

The affiliation process takes about two weeks from the time the Area Team mails the completed paper work to the Global Headquarters. When the process is complete, you will receive a letter of congratulations and a certificate of affiliation to present to the new Lighthouse.

Present the certificate to the President of the new Lighthouse at their first meeting, making the presentation special. Publicly pray over each leader, anointing her for her place of service.

The Global Field Office – U.S. will send the following to the new Lighthouse:

- A letter of welcome
- The Lighthouse Leader's Digest
- A Financial Digest (if they are a Community Lighthouse)
- A packet with helpful materials

- A letter of determination from the IRS containing their EIN number if they will be opening a bank account. This number identifies their Aglow Lighthouse as being under the Aglow tax-exempt umbrella and enables them to open an Aglow bank account, apply for a bulk mailing permit, etc.

Changing the Name of a Lighthouse

If a Lighthouse changes the meeting place to a different city or wishes to change the type of Lighthouse (grows from a Neighborhood to a Community, for instance), please have the Lighthouse send in a *Change of Information* form with a note giving a short explanation of the change. You will receive a new Certificate of Affiliation reflecting the change.

Paperwork Process for New Lighthouse Officers

Lighthouse Responsibilities

For Lighthouse responsibilities when “Appointing an Officer to a Vacant Position” on a Lighthouse team or the “Appointment Process for a New Officer,” see Chapter 7 in The Lighthouse Leader’s Digest.

Note: Before a person is asked to serve on a Lighthouse Team, the name should be brought before the Area Team for pre-approval. Once an okay is received from the Area Team, the new person can be approached by the Lighthouse team and asked to serve as a leader on the Executive Team of the Lighthouse.

Area Team Responsibilities

When bringing a new officer on the Lighthouse Team, emphasize the need to check with the Area Team before beginning the process. Be familiar with the *Qualifications for Lighthouse Leadership*. Be familiar with the paperwork process. The responsibilities for the Lighthouse team in the paperwork process are found in The Lighthouse Leader’s Digest in Chapter 7. Following the steps given there will save much time in the process.

After giving verbal approval to the Lighthouse President for the appointment process to begin for a new Lighthouse officer, use the following checklist to make sure that all aspects of the paperwork process are covered.

- The Area President will receive the Leadership Questionnaire for a new Lighthouse Team officer. The following items should be checked closely:
 - » **Is she a Global Partner?** Did she provide an Aglow ID number? If not, a completed Global Partner form should be attached, along with a \$30 investment. If there is any doubt about this, please contact the Global Field Office – U.S.
 - » **Does she speak in tongues?** If not, an appointment should be made to meet with her to pray for her to receive her prayer language.

- » **Will she attend leadership training?** If not, notify her that this is a requirement listed on *Qualifications for Lighthouse Leadership* and find out why she would not be able to meet this requirement. If her answer is not satisfactory, do not approve her, as this is often a sign of a future problem.
- » **Is she the head of another ministry or heavily involved in another ministry?** If so, is she willing to make her time of service in Aglow a priority? If not, talk with her. This again could be a sign of a future problem. If Aglow is not a priority now, it will not be a priority in the future.
- Once the completed *Leadership Questionnaire* has been reviewed by the Area Team for completeness, the Area VP of Public Relations sends out a *Character Reference Form*. (This is for a **new officer**, not an officer changing positions.)
- Once the *Character Reference Form* has been returned and reviewed by the Area Team and the candidate is found to be favorable for leadership, the Area President and one of the other officers on the team sign the *Leadership Questionnaire* and notify the Lighthouse President that the new officer is approved to serve.
- The VP of Public Relations makes a copy of the *Leadership Questionnaire* for the Area President's files and returns the original *Leadership Questionnaire* to the Lighthouse President. Include a note or letter with the forms reminding the Lighthouse President to send the *Leadership Questionnaire*, along with a *Change of Information form* to the Global Field Office – U.S. (See the Forms section for a suggested letter to send to the Lighthouse along with the *Leadership Questionnaire*.)
- The VP of Public Relations gives the *Character Reference Form* to the Area President for her files.
- The VP of Public Relations should watch for a *Change of Information Form* to arrive from the Lighthouse, notifying the Area Team of the change. Watch for new addresses, email addresses, and phone numbers. (The Lighthouse is responsible to send copies of all forms to the Regional Director and, most importantly, to the Global Field Office – U.S.)

Different Types of Lighthouses

In this new season many different types of Lighthouses are coming forth. As we have done since 1967, we follow where He leads. Be open to flow with what God is doing and birthing. Aglow is a movement and we should expect exciting and adventurous days as women and men find their places.

- **Community Lighthouses** – They are open to everyone in the community. If the leadership is female, the speakers are predominately female, and the group is predominately for women, although women might be free to bring their husbands.
- If the leadership is male, then the speakers are predominately male, and the group is predominately for men, although men would be free to bring their wives.

- Community Lighthouses should find a need in the community and meet it. Lots of homeless people on the streets? What about providing soup or sandwiches once a month while passing out encouragement and sharing your testimony? Have a military base in town with military wives left to deal with every decision while their husband is away at war? Start a mentoring group. Provide a Mother's Day Out and watch the kids when she gets her nails or hair done, or simply reads her favorite book.
- Look for creative ways to touch as many as possible. Seek God's guidance and watch what He will unfold in each community.
- **Neighborhood Lighthouses** – This type of Lighthouse can be as simple as a Bible study, book club, quilt making class, prayer group, or almost any other thing you can imagine. It can be to everyone in a neighborhood or to only those invited. The goal should be to draw the lost and to help the attendees grow in their walk with the Lord. The group should have a greater goal to grow into a community Lighthouse.
- **Workplace Lighthouses** – They usually consist of a group of men and/or women who meet in the workplace during a break or during their lunch time. It, too, can consist of a Bible study, or prayer group, or maybe even an exercise group. It can be as simple as a group of employees gathered around a common interest that helps encourage others in their journey with the Lord.
- **Men of Issachar Lighthouses** – In these lighthouses leadership is all male and they predominately minister to men. Can consist of a Bible study or may meet in the community. Again, the leadership of this group would decide the common interest that would draw other men. Perhaps they could mentor young men, or participate in a basketball or baseball league.
- **Couple's Lighthouses** – In these lighthouse, leadership is made up of married couples serving together in each position, and is open for couples as well as singles. The leadership decides on the type of meeting it will be. It could be a Bible study or a class that helps mentor young married couples. The way is very broad as Couple's Lighthouses find their place in reaching out to others.
- **Generation Lighthouses** – In these special lighthouses, leadership is unique to the group and will also be age specific according to the group that is being formed, i.e., teens, children, college age, young mothers, etc. Perhaps some groups will be dance groups or groups that form an acting troop, going into schools or retirement homes while sharing a gospel message and the love of Christ. Again, the way is very broad as these unique Lighthouses begin to spring up and find their places of service in a community.
- **Church~Aglow Groups** – These unique groups form within a Church and are under the leadership of the Pastor. The purpose is to provide ministry for the women of the Church within the Pastor's vision while helping to bring a global vision from a biblical perspective. For more information contact your Regional Director or your Church~Aglow coordinator.

Be open to the creativity of the Holy Spirit as He stirs people in a community to reach out to different people groups. Work closely with your Regional Director and the Executive Director of the Global Field Office – U.S. to help new groups form. While this may not be our mother's Aglow, it certainly is our Father's. Be expecting creative ideals that will birth new groups within the communities in your area.

All Lighthouses within an Area Team's geographical boundaries will continue to serve under that Area Team's leadership. How Can Your Team Help the Lighthouse

Bring Heaven to Earth in Each Community?

Our goal in Aglow is to bring God's goodness and love into each community in such a way that the community is transformed through an upgrade in their relationship with God. The Vice-president of Ministry Development should take the lead in encouraging each Lighthouse to do some detective work through prayer to see how God would lead them to show forth His goodness. Following are suggestions you can give to your Lighthouse leaders:

- **Does the community have a large community of homeless?** Perhaps doing simple acts of kindness by delivering blankets and warm clothing during the winter along with a bowl of hot soup would begin to build a bridge of trust with those who have no shelter against cruel winter weather.
- Providing a place to clean up, haircuts, a new change of clothes, and then a ride to a job interview goes a long way in helping someone reenter society. By building a relationship through consistency, you will be able to build trust and eventually introduce new friends to Jesus.
- One Love Your Neighbor Coordinator recently challenged those in her area of influence to gather socks to provide to a homeless shelter. She and her friends gathered over 500 pairs of socks! Engaging others to pool their resources often makes a need that seemed too large to meet easily accomplished. Find the needs in your community and help meet those needs through practical means.
- **Is the community a college town?** Consider inviting young people who are without family to experience warmth and love in your family at different times during the year – especially during holidays! A mission field exists in your town as future leaders of nations are receiving education in our universities. What a wonderful way to establish relationships and influence the future of those soon-to-be leaders! Build relationships through meals, evenings of playing games or watching movies, mentoring, and a myriad of other ways.
- **Is the community a retirement community?** What a powerful opportunity to build relationships with people who are in the twilight years of their life! Provide Bible studies, write letters, provide rides to appointments, and do fun activities, all of which build relationship. When people know that you care, they will listen to you as you share how much God has changed your life, and they will want you to tell them how they can know God.

- An Aglow LYN Coordinator once gathered several churches in her town along with several businesses to remodel a senior citizen's home of that was falling down around her head. Working together, those in the community accomplished a well done job in a short amount of time and met a need that had been long overlooked. Allow God to open your eyes to those hidden places of need in your community.
- **Are there several low income housing apartments in your community?** Consider ways to draw in and build relationships through children's ministry. By reaching the heart of one child, you can gain entrance into a family. Target an apartment complex and bring in a moon walk. Paint faces and give away balloons. Do this once a month or quarterly, and you will find that the children watch and wait for your return. Don't just tell them about the love of a man named Jesus, show them how He loved children.
- **Is there a street in your community where prostitutes offer their services?** Ask God for ways to reach out and into their hurting hearts. All women have the same needs and seek love. These women need His love and often all they receive is abuse and rejection. God's love through a Lighthouse team will go a long way in healing a lost heart. Ask God for the plan. He is waiting to give it to you.
- This is the perfect opportunity to join forces with another ministry that has an established work to prostitutes.
- **Are there older or former Aglow attendees who no longer have a way to the meeting?** If so, offer rides each month to the outreach meetings. Consider the needs of shut-ins. Simple acts of kindness ranging from offering house cleaning, to making a run to pick up groceries or medication, to cleaning out a flower bed, to painting a house, makes a team bond in ways that won't happen by staying within the four walls of a meeting place.
- **Are there many churches, but no unity amongst them?** If so, consider building a relationship with one pastor's wife. Then build relationship with a second pastor's wife. Then invite the two of them to lunch or coffee with you and help build a bridge for their relationship. Consider having them join your Lighthouse in a common endeavor in the community and watch unity begin to grow. Nothing is impossible with God. We are one body with many members and we all want God's best. He commands a blessing where His body works together in unity. And this is Church Aglow in action, too!

And the list goes on and on. One thing is sure: if you will encourage your Lighthouse teams to seek God for how He wants ministry to be done in their community, He will show them. He will provide for them. And much fruit will come forth with all the glory going back to the One who first loved us.

Work together with other ministries in the community. Work divided is work done much more easily and efficiently. Tapping into the gifts and talents of each person who attends the Lighthouse will foster unity and build strength in the Aglow group. You could even join forces with a Lighthouse in a neighboring community to do a project.

Encourage the Lighthouse teams to step out and experiment with new or even what seem unconventional ways to reach out. Jesus rarely did anything the same way twice. Sometimes He took a boat. Other times He simply walked on the water. Sometimes He spoke forth the word and someone was healed: other times, He stooped to mix spit with dirt and made mud to heal a blind man's eyes. God *knows* what it takes to soften and touch the heart of each person. Take time to listen to Him before any plans are made. You will be amazed as you watch your Lighthouses transform their communities' one heart at a time.

Operation Recovery

It is a great feeling when all your Lighthouses are flourishing, but what do you do when everyone on the Lighthouse team moves away within a few weeks of each other and no one answers the call to leadership? It is at these crucial times that an Area Team must dig in and not give up without a good fight. As long as there are hurting women and men in the community, you can be sure that God wants to use Aglow to reach them. Don't allow the doors to close easily or give the enemy back one inch of the territory that you've taken for the Lord!

For one year, a Lighthouse can go into Operation Recovery. During this time, the Area Team should:

- Appoint someone, usually an Area Team member, to be the contact person for the Lighthouse and notify the Global Field Office – U.S.
- Continue to hold meetings for 3 to 6 months in the absence of a Lighthouse Leadership Team, giving time for new leaders to emerge. If it isn't feasible to hold meetings, the Area Team could hold a quarterly meeting and supplement with a weekly or monthly Bible study.
- If it isn't feasible to continue to hold meetings, then the Area Team should stay in touch with those who are interested in continuing the Lighthouse in hopes of raising up leadership.
- At the very minimum, continue to meet with those who are interested in continuing the Lighthouse for prayer, believing that God will send leaders for the Lighthouse.
- Once new leadership is raised up, complete the paperwork process and send in a *Change of Information* form, and the Lighthouse will be moved back to the active Lighthouse group.

Closing a Lighthouse

Realizing that this section of the *Digest* will soon be obsolete, closing a Lighthouse should always be a last resort. As long as there are people in a community who have not been touched by the power of God, you can be sure that God wants to use Aglow to reach them. Do all you reasonably can do to keep the doors of a Lighthouse open. Do all you can do to hang on to every inch of territory that has been taken for God! Never give up a Lighthouse without exhausting every means.

As soon as a Lighthouse begins to struggle, your team should take these important steps:

- Keep in close contact with the Lighthouse team and talk about the struggle.
- Give instructions, suggestions, or strategy and make sure it is followed through.

- Check to make sure each officer is a Global Partner. When one officer is not a Global Partner, this oversight can open the door to the enemy to have a field day bringing in relationship problems, apathy for commitment, etc.
- Check to see if the team has been tithing. Often as a team begins to struggle, one of the first things they do is stop tithing. Help them to see that God has promised to help those who tithe and that by not tithing, they have shut themselves off from receiving His help.
- If it seems the Lighthouse Leadership will not continue, step in and hold meetings to allow time for God to raise up new leaders. Always remember that once a Lighthouse has been birthed in a community, God intends for it to remain and even if it closes, it still stands in the Spirit realm waiting for leaders to return and take up residence once again.
- If after a reasonable time it becomes apparent that no one will step up to the plate to answer the call to leadership, a Lighthouse can go into Operation Recovery for one year. Contact the Global Field Office – U.S. to notify them that a Lighthouse is going into Operation Recovery.
- If the Lighthouse reactivates during the one year period, they will be reactivated with the same affiliation certificate, ID number, and EIN number.
- If the Lighthouse reactivates after the one year period, they will be affiliated as a new group with a new affiliation certificate, ID number, and EIN number.

If after one year leaders are still lacking and the Lighthouse needs to be closed, please notify the Global Field Office – U.S. and your Regional Director.

- Any financial debt should be settled out of the funds of the Lighthouse or by the Area Team if there are no funds in the Lighthouse account. Any remaining funds are held by the Area Team for one year to see if the Lighthouse reopens. If the Lighthouse does not reopen, the funds become property of the Area Team.
- The affiliation certificate, any equipment purchased for the Lighthouse and the following records should be given to the Area Team:
 - » Financial ledgers
 - » Financial reports
 - » Bank statements and cancelled checks
 - » Any legal documents
 - » Minutes – if the Area President has been keeping a copy of the Lighthouse minutes in her files, the minutes belonging to the Lighthouse files can be thrown away. Once these items are over seven years old, they may be disposed of.
- Other papers may be thrown away.

Part 3

Retreat Basics

This section is written with great attention to detail. While details are good if you have never been involved in planning a retreat, details can also be overwhelming. The best advice to follow in planning a retreat is to keep it as simple as possible while still doing what is necessary to accomplish the goal of the team. Involve as many Lighthouse teams as possible. Sharing tasks not only divides the work load, but gives the Lighthouse teams ownership of the event and provides training for future Area Leaders!

Why a Retreat?

An Aglow retreat should:

- Offer non-Christians a safe place to receive Jesus
- Strengthen and refresh Christians in your area, bringing renewed vision for the season
- Help introduce those new to Aglow to the broad vision of the ministry
- Strengthen relationships with current Lighthouse Leaders
- Spark interest for new Lighthouses
- Help fund your Area Leadership Team's ongoing ministry in your area.

How Often?

It is recommended that you plan one or two retreats a year for your area. Be conscious of other Aglow events when scheduling retreats. Does your region have an event scheduled? When has Headquarters scheduled conference?

Who May Hold a Retreat?

Aglow retreats are sponsored by the Area Leadership Team. With the Area Team's okay, Aglow Lighthouses may offer one-day seminars or other special events. However, Lighthouses should not hold overnight events. (A Lighthouse Executive Team going away for a sleepover to plan and seek the Lord for strategy for their community would not be considered an event and therefore would be fine.)

Who Attends?

Retreats are open to everyone - women, men, youth, Lighthouse Leadership Teams, Lighthouse attendees, church groups, college groups, as well as any others who are interested in attending – all are welcome to come.

Retreat Planning Pointers

Houston. Denver. Orlando. Nashville. Louisville. Washington, D.C. And the list goes on. Since the 1970s, Aglow conferences have been held in key cities all across the United States. And the Special Events Office at the Global Headquarters has tackled logistics, last-minute changes, and crises of every size and description. Like your Area Leadership Team, they've learned a lot by hands-on experience and by trial and error.

Although planning an event as large as a national or Global conference is different from planning an area retreat, some of the basics are the same. Let's take a quick look inside the planning notebook in the Special Events Office for suggestions they can offer you as fellow "event planners."

General Tips

- **Remember the faithfulness of God.** He wants to minister to everyone at your retreat even more than you do.
- **Equip yourselves.** Know the retreat guidelines. Be familiar with the concepts in The Area Leader's Digest. Talk together as a team until everyone understands how your Area Leadership Team will function in corporate and individual retreat responsibilities.
- **Expect God to equip you.** A former leader in the Special Events Office said, "The first conference we did in Niagara Falls in 1981 went very smoothly and beautifully, in spite of the fact that we were real greenhorns. But it got tougher and tougher as the years went by. One year we had some real conflicts. One of the hotel's general managers sat at his desk and angrily stared at us. Back in the early days that would have greatly intimidated us, but we were able to stand our ground knowing what we were requesting was promised in our contract. The Lord will give you that kind of confidence. He equips you!"
- **Be organized.** Don't try to carry details in your head. Keep a retreat notebook, divided into categories, and update it as changes occur. Write things down, from committee guidelines to important phone conversations. Too many things slip through the cracks when left undocumented.
- **Be prepared to switch from Plan A to Plan B.** Your Area Leadership Team is at the retreat center, and the drizzle that has been coming down all night is now a downpour. An hour before the opening session is to begin, you discover the meeting room roof is leaking badly and you need to move to another meeting room. In your retreat planning, anticipate that something may go wrong and be prepared to go to Plan B, or even C or D!
- **Develop an inner attitude of calmness and flexibility.** The Lord is in control and you can trust Him, even when plans change.
- **Expect complaints.** Even when you have poured your heart and soul into a retreat, there will always be something about it that is dissatisfying to someone. Accepting this up front can keep you from being repeatedly wounded. Consider whether there is a grain of truth in the

complaint (there may or may not be). With an open ear and heart, you can handle things and still maintain a right spirit.

- **Trust your instincts.** If you have a little nudge inside about something and you're not sure about it, bring it back to the Area Leadership Team. It may be the Lord. "We have two major airports and we all assumed which one our speaker would arrive at," said Gwen. "At the last minute I realized we might not be on the same wave length and decided to do some checking. Sure enough, she was scheduled to arrive at the other airport!"
- **Learn to give and take with the others on your team.** The Apostle Paul knew he was somebody, but also knew he was no one more special than others. We are all strong in some areas and weak in others. Submit to one another. Meet the responsibilities of your delegated area, but stay open to input from others.
- **Be clear in what you expect of others.** Your Area Leadership Team won't be able to do all the retreat work yourselves. When you delegate, give a written list of responsibilities. That way your workers always have a way to measure whether or not they're doing a good job. And they will be much more likely to volunteer again.
- **Keep a balance between the spiritual and the practical.** When Elijah was locked in a contest with the prophets of Baal (I Kings 18), he prayed (spiritual) and dug a ditch (practical). Then God did what only He could do: He sent the fire. Seek God as you begin the practical work of planning the retreat, seeking Him creates the atmosphere for God to work. Invite Him to bless the retreat with His presence...and be ready and willing to adjust your plans.

Who Does What?

A successful retreat requires many hands. Here's an overview of the key workers and their responsibilities:

Area Leadership Team

- Follows these retreat guidelines
- If there is no Vice-president of Special Events, decides who will take the lead for the retreat
- Corporately prays about and for the retreat. Involves Aglow Lighthouses in prayer support too.
- Corporately makes major decisions about the retreat, such as location, theme, speaker, committee chairs, giving of partial or complementary registrations, etc.
- Designs, produces, and distributes the retreat brochure
- Works as a team on-site to make the retreat a success, with each leader having individual as well as team responsibilities

Area President

- Leads retreat-planning sessions or may have Vice-president of Special Events lead
- Presides at retreat

(For more on the Area President's role, see her ministry job description.)

Vice-president of Special Events

- Initiates retreat planning by getting it on the agenda, doing preliminary research, etc.
- Brings recommendations to the Area Leadership Team for discussion and decisions
- Oversees retreat committee chairs, bringing regular reports back to Area Leadership Team
- Coordinates logistics on-site at retreat

(For more on the Vice-president of Special Events role, see ministry job description.)

Vice-president of Financial Development

- Arranges with meeting site for a safe place to keep retreat offerings (or Vice-president of Special Events may do this)
- Provides needed supplies at retreat, such as:
 - » Coins and currency for making change (taken from area treasury with cash receipt showing amount)
 - » Coin wrappers and paper bands for bills
 - » Cash box, money bags, calculator, etc.
 - » Aglow checks
- Takes responsibility for all retreat income, including:
 - » Joining with another team member to count each offering and any other income (from drop-in registration, publications table, etc.)
 - » Recording all income in the ledger
 - » Depositing the income in a pre-arranged safe place
- Writes checks as needed for retreat expenses (e.g., honorariums, hotel bills)
- Verifies and settles bill with meeting site at retreat conclusion

(For more on the area Vice-president of Financial Development's role, see ministry job description.)

Committee Chairs and Committees

- Work within the vision and plan of the Area Team
- Oversee a specialized area of retreat responsibility

(For more on this, see *Suggested Retreat Committees* in the next few pages.)

Preliminary Retreat Planning

(12 to 18 months in advance)

Although a year and a half may seem like a lot of lead-time for planning your retreat, it's none too early. Most retreat sites book a year or more in advance, and speakers' calendars often fill quickly. Try to plan no more than two years in advance, though. In that length of time, the needs in your area may change significantly.

It is helpful for your Area Leadership Team to have one or more preliminary planning sessions for everyone to offer general suggestions and make some basic decisions. Later, to decide specifics, several program-planning sessions can be held or retreat planning can be part of regularly scheduled team meetings. Here are some items to consider in early planning session(s):

- Date
- Theme
- Estimated attendance
- Calculating the minimum registration fee
- Meeting site
- Negotiating a contract
- Certificate of insurance
- General schedule
- Speaker and honorarium
- Budget
- Dates of future program-planning sessions

To help guide you, more on each of these topics follows.

Date

Decide on a first-choice retreat date and an alternate. Avoid holidays, peak vacation seasons, Aglow conference times, etc. Choose times when “retreating” will be easiest on schedules and checkbooks of the women attending.

Theme

What would you like the retreat to accomplish or offer? Your theme should reflect that goal. It could be a topic, a scripture, a slogan, etc. It should be easy to represent in a picture or design. The theme and supporting artwork should be carried through on your brochures, publicity, decorations, name tags, etc. Your speaker should also emphasize your theme.

Estimated Attendance

Estimate your retreat attendance before choosing a meeting site. Every meeting planner's nightmare is ending up with 200 people packed into a phone booth-sized room or with 75 attendees lost in a huge arena. What has your retreat attendance been for the past few years? Use that as a good baseline average.

Calculating the Minimum Registration Fee

The minimum registration fee per person is the amount needed to cover all the costs for the retreat divided by the estimated number of attendees for your retreat. In almost every case, you will want to charge more than the minimum to provide your Area Leadership Team with operating funds throughout the year.

To calculate the minimum registration fee, divide the total estimated retreat expenses by the estimated retreat attendance. (See the *Retreat Worksheets* section, p.121)

Keep in mind that your expenses will probably be offset somewhat by income from offerings, the publications table, etc. However, since this isn't guaranteed income, it is best not to include it when computing the registration fee.

Meeting Site

Decide on a first-choice site and an alternate. Always do at least one "site inspection" in-person to see if the site will meet your needs. Some key things to consider:

- Is the site available on your dates? (Phoning for this information can save you a lot of work. Some places will even tentatively pencil you in with no obligation on your part if you choose another site.)
- Does it match the mood of the retreat?
- Is it an attractive, appealing place?
- Is it in a relatively safe area, especially at night?
- Are the meeting rooms pleasant, well-lit, and appropriately sized?
- Is there centrally-located space for a registration table, publications table, display tables, taping, etc.?
- Is the sound system in good working order and adequate for both speaking and music? What is the cost for extra microphones?
- Is the necessary audio-visual equipment available? At what cost?
- Is a piano available, if needed? At what cost?
- Are there breakout rooms if needed for workshops, a prayer room, etc.? At what cost?
- Are the guestrooms clean and pleasant? Are there enough available?
- Is there ample parking nearby? Is there a charge?

- Is the site affordable for those who will be attending?
- Are meals provided? At what cost? Or are there several moderately priced restaurants nearby?
- Are there provisions, such as wheelchair access, for the physically challenged?
- If the site is a campground, what would the attendees need to bring? Sleeping bags? Towels? Linens?
- Are there extras (a hot tub, horseback riding, nearby gift shops, etc.) that add an element of fun?
- Will the Area Team handle housing or will the retreat center?

Negotiating a Contract

Note: This section contains new information, as of 2010. This procedure is for your protection in dealing with contracts. In order to obtain a certificate of insurance, a new procedure has been requested by Aglow's insurance company. A copy of the ***unsigned*** contract is to be sent to McDonald Insurance Group, Inc. for review. Once it is approved, they will send you a certificate of insurance to be given to the venue and you can ***then*** sign the contract. If they find any problems within the contract, they will contact Global Headquarters, and we will get in touch with you. The contact information is below. Please include your mailing address and a phone number so they may reach you if they have any questions.

When you are negotiating your contract, keep these guidelines in mind:

- Be professional. Do your homework and present your retreat needs in an organized way. Always call and schedule an appointment; don't just drop by to do business.
- Present a positive Christian witness. Be up front about what can be expected from your attendees (i.e., their attitudes, that there won't be bar use, etc.). If the Holy Spirit opens up an opportunity to share your faith (and that happens many times), do it. But keep it short and simple and don't be "preachy."
- Establish a rapport with your contact people. Sometimes those in the hotel industry may appear cold and formal. Be friendly and appreciative, show a sense of humor, care for them in little ways, and they often quickly warm up to you.
- Ask questions. Don't assume anything or be afraid of appearing foolish. No question is silly if you don't know the answer. Be direct. Take the time to get the facts you need, but don't linger. Show those you are dealing with that you value their time.
- Never assume anything is free. Almost anything you ask for can be provided, but at a cost. Many things may also be suggested to you (e.g., coffee at breaks), but you will be billed. Don't hesitate to always ask, "Is there a charge for that?" You need to know all costs.
- Know some of the common perks to ask for, and ask! These may include:

- » One complimentary guestroom or suite for every 50 guestrooms blocked. (This differs; some sites offer one for every 40 rooms blocked - some one for every 25.)
- » Rent-free meeting room space, depending on the number of guestrooms blocked. You should often be able to use meeting space at no charge.
- » One free microphone per meeting room.
- » One free set-up of meeting rooms (However, if you need the room broken down, divided, or rearranged during the day, there is normally a charge.)
- Higher attendance and more meal functions mean more bargaining power. More guestrooms and meal functions may entitle you to more extras if you ask. Some of these could be:
 - » A free room for pre-retreat planning sessions
 - » Storage room for use during the retreat
 - » Extras for “VIPs”-area team members, speaker, advisors, workers, etc.
 - » Free suites for retreat workers
 - » Lower guestroom rates and rollaway beds at a discount
 - » Free parking passes
 - » Free breakout rooms for workshops, prayer room, etc.
- **Estimate as realistically as possible for your guestroom estimate.** Asking a site to block 100 guestrooms and using only 30 costs a meeting site valuable business and leaves a poor impression. You’ll probably be penalized by having to pay a meeting room rental charge (which can be quite high). In addition, meeting sites often exchange information on their experiences with other venues, which could make it difficult for you to find a site in the future.
- **Ask the catering department to work within your budget.** Many meeting sites offer standard luncheon and banquet menus in a range of prices.
 - » Decide how much most of those attending your retreat would be willing to pay for a meal. Then ask the catering department what they could offer within that budget and what the portion size would be. It is helpful if you offer suggestions, such as, “We really don’t need a hot lunch. Something like a chef or pasta salad, a nice dessert, coffee, tea, and rolls would work.” If you are friendly and direct, most meeting sites will do their best to accommodate your budget. Make sure the price is inclusive so no hidden fees surprise you when the bill arrives!
 - » Ask what percentage over the guaranteed count will be set at meal functions. The percentage can vary, but most places set for 5 percent over the guaranteed count. Knowing this can help you control costs by minimizing the risk (and expense) of unused

meals. For example, if the site sets for 5 percent over the guaranteed count and you expect no more than 100 attendees, you could safely give a guaranteed count of 95. (The meeting site would set for 100, 5 percent over your count.) Or, if you expected to exceed 100 by a few plates, you could safely give a guaranteed meal count of 100, knowing the site would set for 105. You'll also want to ask *when* the final meal count is required by the retreat facility.

- **Put everything in writing.** Don't rely on verbal agreements. For example, if you decide not to have the extra microphones you requested, it isn't enough to just phone in that change.
 - » To be legal, contract changes must be initialed and dated by both parties. If there are many changes, they should be listed on a separate page as an addendum, initialed and dated by both parties, and attached to the contract.
- Read the entire contract carefully, including the fine print. Never assume everything is fine. And if you are considering the same place you had the previous year, never assume that things will be the same. Ask. Ask. Ask. Do not sign the contract until it has been approved by Aglow's insurance company.

View the original contract as a starting point. The original contract is only a proposal. Although those you are dealing with may seem to expect you to sign it as is (and hope that you will), they also know it is very unlikely. Don't hesitate to negotiate for more. It never hurts to ask.

Never sign a contract that has not been reviewed by Aglow's insurance carrier. Never sign a contract that has a disclaimer that releases the venue from responsibilities for any damage to real or personal property to the venue, the attendees, or Aglow. This is referred to as a "hold harmless clause." Make sure that the venue has liability insurance to cover Aglow attendees and property before signing a contract.

Here is a statement found in a contract an Area Team was asked to sign:

I, on behalf of myself, and/or on behalf of the applicant organization, hereby agree as follows:

- I accept full responsibility for any damage to real or personal property of the venue, as well as any personal injury to those using the facility, and for the conduct of those attending the activity.
- I understand that the venue, its officers, officials, employees, and agents will not be held responsible for any personal injury or property damage incurred by those using the facility.
- I hereby release, waive, discharge, and Global not to sue the venue for any loss, damage, claim, demand, or judgment on account of injury to person or property or death.

Never sign a contract with statements like the one above.

Insurance

Aglow International pays an annual premium for insurance that covers your Aglow activities. In the first quarter of each year, Global Headquarters sends out a letter asking each Area Leadership Team to pay their portion of the premium by sending in their contribution.

Since 2000, we have asked the Area Teams to send in the full insurance contribution, and have instructed them either to have each Lighthouse send them a portion of the insurance fee or take up a special offering to reimburse their treasury. By contributing in this way, you help give your Aglow the following insurance coverage:

- Any Aglow volunteer or guest at an Aglow sponsored event.
- Rented property, such as sound equipment or projectors.
- Meeting room or building damage that might be due to Aglow activity.

Contracts and Proof of Insurance

When your meeting facility wants a “Certificate of Liability,” (proof of Insurance) you can call or email JanaeLovern@aglow.org, 425-275-0231. Janae will work alongside Linda Jones and our insurance company to provide the documentation you need to secure your meeting or retreat (for Area Teams) space.

In order to issue a certificate (proof of insurance) for an event we must have the following information:

- Your contract if you have been asked to sign one
- Your Aglow group’s name and leader contact email/phone number.
- Name of venue where your event is being held
- Contact name and email address for venue
- Address of venue (address where event will occur)
- Email address(es) of Aglow leaders who should receive the certificate
- Dates of the event
- If this is a recurring event, how often the event will occur or when the next event will happen.
- **If you are being asked to sign a contract, send a copy of the unsigned contract for approval to Janae Lovern at JanaeLovern@aglow.org**
- **DO NOT SIGN A CONTRACT UNTIL IT HAS BEEN APPROVED BY OUR INSURANCE COMPANY.**
- **WE DO NOT SIGN CONTRACTS WITH HOLD HARMLESS CLAUSES!**
- Please contact Linda Jones LindaJones@aglow.org and Janae Lovern JanaeLovern@aglow.org immediately if an injury or accident occurs at your meeting. We will

be happy to provide you with a form to fill out and will send it in to the insurance company for processing. We will also need a statement from a witness to the injury or accident along with a statement from the person who had the injury or accident. **Please note:** Aglow's accident policy only covers medical expenses not covered by the venue and/or the injured party's personal medical insurance. Aglow International is the third insurance billed (NOT the first).

Note of clarification. While Aglow International carries insurance, not every injury should result in a claim being filed under the Aglow policy. Incidents that result from physical characteristics of the location (a curb, uneven sidewalk, etc.) or from normal "clumsiness" should first be filed with the venue owner. If someone falls while getting dressed, Aglow is not be held responsible for this. If someone falls as they step off a curb, contact the venue owner. If the claimant has a legitimate reason for holding Aglow responsible, then you should contact the U.S Field Director at the Global Headquarters.

Injury at an Aglow Event

In the past few years, there have been a considerable number of claims that involve someone falling and claiming to be injured at an Aglow event. While Aglow international carries insurance for such incidents, every claim that is paid goes on our record and can affect our premiums for as long as five years. For further detailed information, see the section on Insurance in [The Lighthouse Leader's Digest](#)

As a reminder, never say that Aglow has insurance and the accident will be covered. Depending upon circumstances, the facility and the individual's insurance policies will be filed first. Aglow's insurance is filed last.

General Schedule

Frame out a general schedule. Keep it simple and approximate; fill in the blanks as your planning progresses. Knowing your basic retreat needs puts you in the best position to find a speaker and to negotiate a good contract for a meeting site. Consider the following questions as you plan:

- Time set-up will begin?
- Time registration will begin?
- How many days?
- Morning, afternoon, and evening sessions each day?
- Length of each session?
- Workshops? How many?
- Meal functions (luncheon, banquet, etc.)?
- Coffee breaks with provided beverages?
- Planned group activity?
- Free time?

Speaker and Honorarium

Choose a first-choice speaker and an alternate. To help guide you:

- If your attendees are predominately women, your speakers should be predominately women, although it is permissible to have men speak on occasion. However, if you had a male speaker the preceding year, you should follow with a woman speaker. Inviting a couple can present the message from two perspectives.
- Speakers must be born-again believers in Jesus. There may be a rare occasion when you'd like to use an excellent speaker who doesn't speak in tongues. That's okay, but it should be the exception. And you should make sure an opportunity for salvation and the baptism in the Holy Spirit is presented during the retreat.
- Speakers should be in agreement with Aglow's Belief Statement, and be enthusiastic about Aglow's ministry, mission, and current direction.
- If you're unsure about a speaker, some good resources for information are your advisors, another Area Leadership Team or a Regional Director that has used the speaker, tapes, or a recommendation by someone whose opinion your team trusts.
- Aglow leaders who can share about God's work through Aglow at large can inspire your retreat attendees in a special way. Consider using a Regional Director, a leader from the Global Headquarters, or another leader knowledgeable and supportive of Aglow's mission and current direction.

- When you invite a speaker,
 - » provide necessary information, such as:
 - Dates and location
 - Retreat purpose or theme you would like emphasized
 - Estimated attendance
 - General schedule, including how many times and how long you would like her to speak
 - A basic description of your area and its needs
 - Expenses covered and honorarium given
 - Offering her tapes or books for sale during the event
 - Ask necessary information, such as:
 - Mode of transportation, if anyone will be traveling with her
 - If necessary, who will be meeting her arrival
 - The kinds of snacks she likes or any special dietary needs
 - » If the speaker does not give a yes or no when the invitation is extended, provide the name, contact information, and date by which you need a reply.
- Remember your speaker is your invited guest, not the leader of the retreat. Give clear direction to help fulfill the retreat emphasis agreed upon by your officers. For example, rather than saying, “Well, anything you want to minister on is fine...,” it is much better to say, “We feel God wants to touch those with broken or wounded hearts; would you bring a message along those lines?”
- When the speaker accepts your invitation, let your speaker know well in advance:
 - » Arrangements for travel expenses (funds to be sent in advance), honorarium, housing and ground transportation upon her arrival
 - » How you would like to handle the close of each session and ministry times
 - » Any other times speaker involvement is requested (e.g., prayer with the Area Leadership Team, special meetings, etc.)
 - » Obtain a signed copy of a release form from each speaker or workshop teacher giving permission for the message to be sold by your team.
- Communicate often with your speaker, including any new information that would be helpful.
- Ask your speaker to send by a given date a biographic resume and a current photograph for use in the retreat brochure.
- Return the picture and several copies of the brochure when available.
- Before your speaker arrives, give a descriptive background of your area. (Although the Lord will undoubtedly give some insights as the speaker prepares, don’t expect her through prayer to “just know” about your area and its needs.) For example, you might say, “We’re a

farming community, and most of our women are young homemakers with several small children. We've had a lot of flooding this year and many of us are struggling with those losses. Husbands have suffered loss of crops and a season of hard work all washed away."

- Your Area Leadership Team should provide an honorarium for the speaker, as well as paying for housing, retreat meals, and travel expenses. We recommend sending the travel expenses in advance. If the speaker is traveling by auto, reimburse her at the current IRS rate (go to www.irs.gov for the current rate).
- A good average for a retreat honorarium is \$250 per session or more (not including travel expenses). The intent of the honorarium is to bless your speaker, so be as generous as possible. Speakers should not be promised a percentage of the offering, but should be given the honorarium your Area Leadership Team agrees on.
- If your retreat speaker is a Regional Director, provide an honorarium, housing, meal and travel expenses for her, just as you would for any other speaker.
- At the retreat, roll out the red carpet for your speaker by displaying a spirit of excellence.
 - » Treat each speaker or workshop leader as your special guest.
 - » You may want to assign a hostess to each one.
 - » Be attentive to all needs (e.g., portable mic, water, tissue, etc.).
 - » Keep all speakers well informed of any changes.
 - » Honor and enjoy her.
 - » Have a welcome basket of snacks in each speaker's room. (If the speaker is traveling by air, consider any gifts that you might give as her packing space is limited.)
 - » Make sure the speaker understands what is expected.
- Speakers may offer books or CDs and DVDs of messages. Decide ahead of time who will handle sales of the speaker's products.
- Speakers aren't permitted to solicit pledges, pass out their own offering envelopes, or copy names from Aglow's mailing list. Due to IRS restrictions, Aglow cannot be used as a platform to solicit funds for other organizations.
- If the messages are recorded, provide your keynote and workshop speakers with a complimentary recording of their message(s).

Budget

The retreat may be the major funding for your area's ministry throughout the year. As you plan, expect that, not only will God bring in the funds to cover all expenses, He will cause offerings to be more than enough to provide for ongoing ministry.

We've provided a simple worksheet to make it easy to calculate your estimated expenses. (See the registration worksheet coming up in the next few pages.)

The total projected expenses for the retreat, divided by the estimated attendance, will give you the minimum registration fee you should charge. If you will have \$4,000 in expenses and you expect 100 attendees, the minimum registration fee should be \$40. In deciding how far above the minimum to go, try to balance how much those in your area can afford against your financial needs for the year ahead.

Dates of Future Program-planning Sessions

As a team, set future dates to meet as a team and with others who will be working with your team to help make the event a place where God's plan is released in the earth.

Later Retreat Planning

(Six to nine months in advance)

With your date, meeting site, general schedule, and speaker in place, you're now ready to plan the details of the retreat. Details include:

- Committees
- Brochure
- Meeting room set-up
- Program specifics
- Audio and videotaping
- Waived expenses

Committee Chairs

Your Area Leadership Team should decide what retreat committees are needed and choose committee chairs. The Vice-president of Special Events oversees these chairs, bringing regular reports back to the Area Leadership Team. The committees needed and how they work depends on the size and needs of your area. Ideally, your Area Leadership Team will be able to select committee chairs and workers from your Lighthouse Leadership Teams. Here are a few other suggestions:

- If you have enough Lighthouses, ask each Lighthouse Leadership Team to serve as a committee.
- For small areas, use Area Leadership Team officers as chairs and have them form their committees from Lighthouse Leadership Teams and Lighthouses attendees.
- For small retreats, have one person oversee an area of responsibility without a committee.

The committees and job descriptions offered next are a starting place. Feel free to use them as outlined or to combine or adapt them to better suit your unique area. Some suggestions for committees:

- Decorations
- Hospitality/Hostesses

- Housing
- Packets/Name Tags
- Prayer teams
- Publications Table
- Publicity/Signs
- Registration
- Ushers

The Vice-president of Special Events should:

- Provide each chair with:
 - » A brief written description of committee responsibilities
 - » A budgeted amount the committee can spend and simple instructions on how to report spending to the Area Leadership Team
 - » The name and phone number of the Vice-president of Special Events
 - » The dates of retreat chair meetings
- Have each chair:
 - » Write a brief description of each committee members' responsibilities, giving a copy to the Vice-president of Special Events
 - » Select helpers for the committee, giving each committee member a description of responsibilities
- Schedule meetings with the chairs - usually at least two or three before the retreat date arrives. Stay in ongoing contact with them, keeping them well-informed of any changes. Ask them to keep the Vice-president of Special Events updated with regular progress reports.

Decorations Committee

- Plans and provides decorations (complementing the retreat theme) for such things as:
 - » Meeting room platform (e.g., podium flowers, etc.)
 - » Registration and dining tables
 - » Prayer room
- Sets up and removes decorations
- Makes arrangements for sale of decorations, if appropriate, at close of the event

Hospitality Committee/Hostesses

- Wear ribbon name tags, etc., identifying them as hostesses

- Greet guests as they arrive, especially assisting latecomers
- Are informed on layout of meeting site and help direct guests to meeting rooms, registration, restrooms, workshops, drinking fountains, etc.
- Set up and serve refreshments as needed during coffee breaks

Housing Committee

On some teams, housing and retreat registration are two different functions. Assuming that the Area Team has chosen to handle housing reservations, a committee could work closely with an assigned Area Team member to monitor housing. If the retreat site is handling housing, a housing committee is not necessary.

(From personal retreat experience, it is beneficial for the Area Team to handle registrations for both the event and housing. Lists can be compared to see who has registered for the event, but hasn't registered for housing and vice versa. However, attendees seem to change their minds about roommates on a regular basis, and this function is more easily handled by the retreat site to relieve the Area Team from the stress this creates.)

If the Area Team is handling housing reservations, they or the Housing Committee chair would:

- Place roommates on a housing list as registrations are received from registrar and pass a rooming list on to the retreat site
- Obtain room numbers from the retreat site and record these on the registration form; then forward the form to the packet/name tags committee (Consider allowing attendees to check in with the venue and receive keys and room numbers from the venue.)
- Help staff registration table at retreat
 - » Check and revise housing list if there are questions or changes

Packet/Name Tags Committee

- Prepares easy-to-read name tags as registrations are received from the registrar
 - » Codes name tags for guests with prepaid meals or other prepaid functions
 - » Attaches special ribbons to name tags of Area Leadership Team officers, prayer teams, hostesses, etc.
- Prepares and assembles packets, including such things as name tags, meal tickets, schedule, map of meeting site, small gift item, etc.
- Helps staff registration table at retreat
 - » Gives name tags and packets to those registered
 - » Provides blank name tags and pens for drop-in guests

Prayer Teams

At the close of each session, offer a time of ministry for the attendees. Have a preapproved prayer team available and ready to provide prayer. You must know those who are part of this team. Instruct attendees that ministry is provided by a designated, qualified team.

Each team member:

- Meets the minimum requirements for the Ministry Support Team found in The Lighthouse Leader's Digest, (Chapter 11).
- Is familiar with the Guidelines for Prayer Team Members found in The Lighthouse Leader's Digest, (Chapter 17).
- Is part of an approved Aglow prayer team that consists of:
 - » Current Lighthouse officers
 - » Current Area Team members
 - » State Prayer Coordinator
 - » Regional Director
 - » Past Area Team members
 - » Advisors
 - » Speakers and workshop leaders
- Wears a designated name tag, identifying them as a member of the prayer team
- Is available for pre-retreat planning/prayer times if scheduled
- Offers prayer ministry during ministry times or in a designated prayer room
- Knows when and where (at the front of the room, in a side room, during a workshop, etc.) the team will provide prayer ministry coverage

Please note: We mentioned that committees can be adapted to suit the needs of your particular area. But because prayer ministry has the potential to so deeply influence attendees' lives, this committee must function as shown above (i.e., only those who are approved to serve on Aglow prayer teams may serve, etc.).

Publications Table Committee

- Works with Area Leadership Team to determine which and how many Aglow publications to order (keeping in mind the retreat theme)
- Sees that publications order is placed and received prior to retreat
- Sets up and staffs Aglow publications table at retreat

- Sets up and staffs Aglow information table with items such as different Aglow brochures, a sign-up sheet for those interested in starting a Lighthouse, Global Partner brochures, other brochures, etc.
- Makes sure that all publications are approved by Aglow before displaying
- Includes a disclaimer that is located near the speaker's books – in The Lighthouse Leader's Digest (Chapter 11).

Publicity/Signs Committee

- Publicizes retreat by doing such things as:
 - » Contacting newspapers, radio and/or television stations
 - » Sending brochures or flyers to area churches
 - » Posting announcements/flyers in high-visibility places (e.g., community centers, etc.)
- Makes and places signs needed at retreat (along roadside to locate retreat grounds, outside of workshops, at entrances to point to registration, etc.)
- (For more on this, see Publicity Chair in The Lighthouse Leader's Digest, (Chapter 11) and resources for publicity and public relations in Chapter 18.

Registration Committee

We suggest that the Vice-president of Financial Development either closely monitors this committee or receives all registrations herself in order for all money to be handled and deposited in a timely manner.

The Vice-president of Financial Development:

- Receives registration forms and checks from all guests
- Compiles and maintains a current registration master list of all guests
- If a committee and a chair are chosen, the chair:
 - Works closely with the Vice-president of Financial Development by giving registration checks to Vice-president of Financial Development for deposit in a timely manner
- Compiles and maintains a current registration master list of each guest
- Gives registration forms to housing chair for room assignment if housing is not a separate registration process
- Sets up and staffs registration table at retreat
 - » Checks master registration list to confirm guests
 - » Checks in guests; gives out room assignments; gives name tags and packets. (It is highly recommended that the retreat site handle the check-in process for each attendee and be responsible for giving room keys.)

Usher Committee

Ushers, hostesses, greeters – the more the merrier! These committees could share responsibilities to conserve workers.

- Provide containers needed to receive offering
- Prior to session, ask for any special instructions about receiving offering
- Receive offering
- Promptly give offering to Vice-president of Financial Development
- Help with other physical needs as requested (e.g., distributing handouts, running overhead projector, bringing in more chairs, turning the lights down during worship, keeping outside doors closed during sessions, etc.)

Brochure

The retreat brochure is your key publicity piece. For the reader, the brochure is like a handshake with a stranger. In a glance, she will form a first impression of whether the retreat will be appealing and worth the time, effort, and money spent.

- A more attractive brochure almost always means more drawing power. Although a nicer brochure may cost more to produce, the additional expense is often offset by increased retreat registrations.
- Some ideas for an eye-catching brochure:
 - » Find a volunteer (or someone who does free-lance work) with experience in layout or producing brochures
 - » Find someone willing to produce the brochure on their home computer
 - » Take a typewritten mock-up brochure to a print or copy shop, have them input it on their computer and produce a laser-printed maste
- Include as many interesting facts in your brochure as possible without overcrowding the layout. (Easy readability is a must.) Tell about your speaker and what she will be offering. List workshop titles and teachers. Personalize your brochure by including pictures of the speaker, your Area Leadership Team, etc.
- Make some promises about what the retreat will offer. For example, “You can go home knowing three ways to pray with power for your children.” (Always make sure the retreat really does provide what has been promised.) Avoid wording such as, “this retreat will be a blessing.” Instead, tell specifically how it will be of benefit. Consider including three- or four-line testimonials from those who have had something significant happen at a previous retreat.

- Other information the brochure could include:
 - » Aglow International logo and mission statement
 - » Retreat theme
 - » Your Area's name
 - » Names and positions of Area officers
 - » Speaker's name, photograph, brief resume, and topic
 - » Dates of retreat
 - » Location, including address, phone number (for emergencies), and directions and/or map
 - » General schedule-dates and times for registration, general sessions, workshops, activities, etc.
 - » Itemized costs for full and part-time registrants
 - » A place for registration information (registrant's name, address, phone number, etc.)
 - » Where to send registration
 - » What to bring (e.g., Bible, walking shoes, etc.)
 - » Cut-off date for registrations
 - » Refund policy
 - » Any notations needed (i.e., no phone registrations accepted, nursing babies only, supplies for an outreach, etc.)
 - » Returned check costs
- Choose paper and ink colors for the brochure that say, "Hey! Pick me up."
- A local print shop may be interested in providing free or discounted printing of your brochure in exchange for advertising. It is recommended that you obtain quotes from two printing companies.
- Supply your Aglow Lighthouses with plenty of brochures. Provide the brochures early enough that those interested can plan to come. Go to the Aglow Lighthouses, and promote the retreat by sharing something the Lord did for you personally at the last one.
- Consider following up your first mailing of brochures with a smaller mailing a month or two later. Repeat mailings are a proven success.

Meeting Room Set-Up

- The Area Leadership Team and speaker should sit on the platform. You may also want to offer platform seating all or part of the time to your State Prayer Coordinator, area advisors, workshop leaders, special guests. Everyone seated on the platform should be introduced at some point in the program. Your Regional Director should be invited to sit on the platform.
- When using a head table, be sure to arrange for the podium to be “free standing” instead of “table top.” This allows opportunity for the speaker to have access to the attendees.
- The quality of the sound system can make or break a retreat. Be sure the system you’ll be using is working well, is adequate for both speaker and music, and has easy volume adjustment.
- Keep the temperature in the meeting room comfortable. Know who to contact at the meeting site if the room gets too warm or too cool.
- Check visibility from all parts of the room. Make sure no attendees will have their view of the platform blocked by decorations, columns, projector screens, etc.
- Tape down cords and always keep aisles and stairways clear.

Program Specifics

- As you plan the retreat program, think of ways to carry through your theme. Everything from the worship times to workshop topics should support the purpose expressed in your theme.
- It’s really important to plan an opening and a closing for your retreat, tying in the theme. Plan to send the attendees home with a memento that will serve as a reminder of the theme and God’s work in their lives at the retreat.
- Try to balance the elements included in the retreat. If your speaker will be offering some intense teaching, schedule a fun group activity or some free time to allow the attendees to relax.
- Plan to begin and end your sessions on time. In your planning meetings, write down all you want to do in each session followed by the time it will take: introductions, special music, announcements, ministry, ministry updates, etc. If your session is two hours long, don’t plan an hour-long worship time and then try to squeeze your speaker and everything else into the time remaining. Balance the elements you include. Make sure your speaker knows the time allotted. She or he is your invited guest and should be given the fully allotted time to deliver the message that has been prepared. Keep preliminaries to a minimum to allow time for worship to set the atmosphere and prepare the attendees to receive the message.
- Although the Area President and speaker will be at the microphone much of the time, plan for others to also be involved in the program. At the same time, be aware of not including too many preliminaries.

- » Advisors – Acknowledge and include them in some way (e.g., opening prayer, etc.)
 - » State Prayer Coordinator – Schedule time, early in the retreat and during a general session, for the coordinator to briefly share her vision for prayer. Also schedule time during the retreat for her and the Vice-president of Ministry Resource and Development to meet with Lighthouse prayer chairs. You might also invite her to teach a prayer workshop, etc.
 - » Other area officers, as needed
 - » Other participants
 - » Regional Director to share the vision of the ministry or, if time doesn't permit, to bring a greeting.
- Try to include a few things in the retreat you've never done before, such as a welcome reception, honoring the first registrant, etc. Special touches are important. Skits are almost always winners and help put everyone at ease. How about an afternoon spa of facials, manicures, pedicures, etc.?

Praise and Worship

For many, praise and worship is one of the most meaningful parts of the retreat. You will want to choose an experienced worship leader or worship team. For more information on worship, see The Lighthouse Leader's Digest, Chapter 11, and Chapter 17.)

- While an Aglow Lighthouse's praise and worship should be 10-15 minutes long, a retreat setting allows the time to build a dwelling place for the Presence of the Lord. More time can be given to experiencing the nearness of God in worship. However, praise and worship should end soon enough to allow the speaker the allotted time.
- Those leading worship should observe the laws regarding the use of copyrighted music. Distributing such things as song sheets or taping copyrighted music during praise and worship without permission from the copyright holders is prohibited. (For more on this, please chapter 16 in The Lighthouse Leader's Digest)

Offerings

- Offerings should be received at general retreat sessions (not at workshops).
- To give those attending a chance to hear about and participate in the Global outreach of Aglow, it is suggested that one of the retreat offerings be designated for Global Headquarters Outreach. That money will help Aglow at large continue to minister here in the United States and around the globe
- If time permits and equipment is available, show the 5 minute DVD Bringing Global Vision to a Woman's World to cast vision of the reach of Aglow.

- Offerings should not be taken for another ministry or for the speaker. All money received in the offerings should go towards covering the expenses, tithes, expenses of the Area Team throughout the year, and other ministry projects.
- For further information on how Aglow funds can be used, see Chapter 9 in The Lighthouse Leader's Digest.

Waived Expenses

To show appreciation, it is good to waive the expenses of anyone making a major contribution to your retreat's success. How far you can take this will depend on your area's size and resources. But at the least, plan to pay these expenses from the area treasury:

- **Speaker** – Area pays registration, travel (funds to be sent in advance), housing, retreat meals, and ground transportation upon arrival
- **Area team members** – Area pays registration, travel, housing, retreat meals, and mileage if funds permit
- **State Prayer Coordinator** – If possible, Area pays registration, travel, housing, and meals
- **Regional Director** – If the Area Team invites the Regional Director to participate, all expenses should be covered – registration, housing, meals, and travel. If the Regional Director is not an invited speaker, the Area should cover registration as the minimum and other expenses as funds allow if she attends. Also, the Area Team provides an honorarium when the Regional Director is a main speaker or workshop teacher.
- **Area advisors and their wives** – Area pays registration, housing, and retreat meals
- **Workshop leaders and worship team** (if other than Area Leadership Team members) – Area covers registration, housing, travel, meals and provides an honorarium

Media Recording

The recorded messages of your keynote and workshop speakers may be offered for sale at the retreat. Here are a few things to keep in mind when arranging for audio or videotaping:

- Obtain a signed release form from each speaker recorded. (See the master in the forms section.)
- Have the following disclaimer placed on the media label or recorded at the beginning of each session:
 - » "This message was given at an Aglow Area retreat. The message was not pre-approved by the Aglow ministry. It remains the sole responsibility of the speaker, as well as the listener, to determine the scriptural soundness of the message."
 - » With the use of this disclaimer, it is not necessary to have an advisor sign the tape release form or listen to and approve the message.
- Be sure that those recording observe copyright laws for the recording of copyrighted songs.

- Provide your keynote and workshop speakers with a complimentary recording of their message(s), if they desire.
- On rare occasion, there may be scriptural error in a speaker's message. In that case, your Area Leadership Team may need to review the tape, ask for an advisor's advice, discuss your concerns with the speaker, and decide whether or not to release the tape for sale. If the tape is withheld, bring a gracious explanation to those attending the retreat.

General Retreat Information

While planning and presenting a retreat showcases God's majesty and brings a time of refreshment to all who attend, the retreat is not to become the main focus of an Area Team. Yes, it is true, many hours are spent in prayer and preparation as the time for the event draws near; yet an Area Team must never lose sight of their true purpose – reaching into each community within their area of oversight to see those communities transformed through continuous touches of God's goodness. Casting vision at a retreat must walk hand in hand with the training of leaders and the birth of new Lighthouses. Each responsibility of the Area Team is equally important as holding a retreat.

Safety Considerations

To keep your retreat as safe as possible:

- Make sure you and your retreat workers are Global Partners of Aglow so you are protected under Aglow's insurance coverage.
- Be safety conscious during your retreat. Observe the safety codes of the facility (e.g., fire exits must be unblocked, etc.). Minimize the risk of accidents by taping down cords and keeping aisles and stairways clear.
- Whenever possible, have a nurse available at the retreat for emergencies.
- Plan how to handle an emergency. One Area Leadership Team has a nurse, an advisor, and an area officer assigned to serve as an "emergency team" if needed. Before the retreat, the Area Leadership Team also locates a doctor and/or hospital near the retreat site.

Communion/Bread Breaking

Your Area Leadership Team may decide to include a communion or bread breaking service in the retreat program. Communion and bread breaking are two different services: communion involves eating the bread and drinking the cup, while bread breaking is an informal time of fellowship, prayer, and ministry. (The Book of Acts tells of believers going from house to house, breaking bread. This was not connected with a communion service.)

If you decide to hold a communion service at your retreat, ask an advisor to lead in offering the bread and cup. Your Area Leadership Team may lead a bread breaking service.

Scholarships

You may want to provide scholarships - partial or complementary registrations - from your Area treasury to pay the expenses of one or more who might otherwise be unable to come to the retreat. The scholarships may be full (all expenses paid) or partial (part or complete registration waived). Scholarships are wonderful, but because you can't help everyone, they can create misunderstandings and hurt feelings. Ask those receiving scholarships to be discreet about whom they tell.

If possible, offer a reduced registration to Lighthouse officers as a way to honor them for the work they do in the Area.

Retreat Worksheets

"When we planned retreats, we used to 'guesstimate' in such a big way," Martha reflected. "Then we'd hope and pray things would turn out okay, and most of the time they did. But when we started using a worksheet, it made planning so much easier. For the first time we felt like we had more of a picture of what we wanted to spend versus our possible income. Oh, we still pray plenty about our retreat finances," she laughed. "It sure isn't an exact science! But we feel more confident knowing that we're praying and we're also doing some practical planning to help our retreat be as successful as possible."

Are you ready to plan your retreat? Try using this convenient worksheet to guide you in your budgeting and in setting a realistic registration fee.

This worksheet has three categories: general expenses, committee expenses, and income.

General Expenses Worksheet

Brochure

- Design/layout
- Printing
- Mailing

Total brochure expenses _____

Coffee Breaks (if provided)

- Number of breaks
- Price per gallon
 - Coffee
 - Tea
 - Other
- Total gallons to be ordered
 - Coffee
 - Tea
 - Other

Total coffee break expenses _____

Honorariums

- Speaker
- Regional Director, if speaking
- Workshop leaders
 - » _____
 - » _____
- Praise & worship leader/team
- Sound person
- Other

Total honorariums _____

Housing

- Area Leadership Team
- Advisor(s) and wives
- Speaker(s)
- Regional Director, if present
- State Prayer Coordinator (recommended)
- Worship leader/team
- Sound person
- Other

Total housing expenses _____

Meal Functions

- Meal function expenses
 - » Area Leadership Team
 - » Advisor(s) and Speaker(s)
 - » Regional Director and State Prayer Coordinator (recommended)
 - » Worship leader/team
 - » Sound person
 - » Other

Total meal function expenses _____

- Other retreat meal expenses per day
 - » Area officers (e.g., during set-up day, etc.)
 - » Advisor(s)
 - » Speaker(s)
 - » Regional Director
 - » State Prayer Coordinator
 - » Other

Total for other meal expenses _____

Meeting Room Expenses (if not waived by meeting site)

- Main meeting room
- Workshop/breakout rooms
- Reset fee (if during the day the room must be totally rearranged, divided, etc.)
- Equipment

Total meeting room expenses _____

Miscellaneous Costs (e.g., tissues, favors, communion supplies, etc.)

Programs/Handouts

- Design/layout
- Printing
- Other

Total for program/handouts _____

Registrations Provided

- Area Leadership Team
- Advisor(s) and wives
- Speaker(s)
- Regional Director
- State Prayer Coordinator (recommended)
- Workshop leaders
- Worship team/leader
- Sound person
- Scholarships
- Other

Total for provided registrations _____

Sound/Audio-Visual

- Overhead projector
- Screen(s)
- Extra microphones
- Piano and tuning, if needed
- Recording
- Other

Total sound/audio-visual expenses _____

Travel Expenses

- Area Leadership Team
- Advisor(s) and wives
- Speaker(s)
- Regional Director (recommended)
- State Prayer Coordinator (recommended)
- Workshop leaders
- Worship leader
- Sound person
- Other

Total travel expenses _____

TOTAL General Expenses _____

Committee Expenses Worksheet

Decorations Committee

- Meeting room platform
- Dining room tables
- Prayer room
- Registration table
- Other

Budget for Decorations Committee _____

Hospitality Committee/Hostesses

- Supplies needed

Budget for Hospitality Committee _____

Housing Committee

- Supplies needed

Budget for Housing Committee _____

Packets/Name Tags Committee

- Cost per packet
- Number of packets needed
- Name tags
- Name tag holders, if used
- Identifying ribbons for different committees
- » Other

Budget for Packets/Name Tags Committee

Prayer teams

- Tissues, Aglow info to give away, etc.
- Prayer Team ribbons for name tags
- other

Budget for Prayer teams _____

Publications Table Committee

- Cost of ordered publications

Budget for Publications Table Committee _____

Publicity/Signs Committee

- Publicity (flyers, etc.)
- Retreat signs (workshops, etc.)
- Posters and supplies

Budget for Publicity/Signs Committee _____

Registration Committee

- Postage, ledger, supplies for registration table, etc.

Budget for Registration Committee _____

Ushers Committee

- Offering containers
- Other

Budget for Ushers Committee _____

TOTAL Committee Expenses _____

TOTAL Estimated Retreat Expenses _____

(Total General Expenses plus total Committee Expenses)

Income Worksheet

Audio and/or Videotapes

- Anticipated profit per tape
- Estimated tapes to be sold

Estimated income _____

Decorations to be sold

Estimated income _____

Meals

- Estimated number of meals to be sold
- Price to be charged per meal ticket

Estimated income _____

Offering(s)

- Remember not to include any offering received for the Global Headquarters

Estimated offerings _____

Publications Table

Estimated income _____

Registrations

- Estimated number of registrants multiplied by the registration fee

Estimated income _____

Other Income _____

TOTAL Estimated Income _____

Part 4

Leadership Development

The Great Challenge before Us

As our world is constantly changing, we must adjust the ways we present training to our leaders. We must become more precise. We are apostolic in our presentation, calling each leader to a higher level of leadership. We set an example by continuing to develop our skills and thereby enhancing our leadership. Our goal is to produce more leaders, not more followers.

As you plan your yearly leadership sessions for Lighthouse Leaders, you want them to leave empowered to do the work of the ministry in their individual towns by what you showcased in each training session. Eph 4:11-12 in the Message Bible says,

He handed out gifts of apostle, prophet, evangelist and pastor-teacher to train Christians in skilled servant work, working within Christ's body, the church, until we're all moving rhythmically and easily with each other, efficient and graceful, fully mature adults, fully developed within and without, fully alive like Christ.

You, as Area leaders have the unique role of being it all: you have to be apostolic and prophetic, evangelistic and pastor-teacher. You lead the way, as you see and hear vision cast through the International office and by your Regional Director. You take this information, and you turn around and impart the same vision to those under your oversight. Stay on the cutting edge by attending conferences and reviewing messages and prophetic words given to the ministry. Ask God for the strategic plan to see the fullness of heaven released in your area.

An Area President recently said, "It is a moving season and it takes feet to make the things of God come to pass." She said, "The prophetic will see the need to move and that it is time to move, but it takes the apostolic to put the movement in high gear." Thank God for the apostolic anointing that rests upon you as a leader in Aglow.

As you set the pace, you will find that each Lighthouse will rise to a higher level of leadership. Continually encourage them to rise in the mantle of leadership God has placed upon Aglow. It is a high, honored calling.

Model what you expect each Lighthouse to present in their community. Model what you see presented at national and international conferences. Make sure the essence of conference messages, as well as prophetic words to the ministry are conveyed to all leaders.

The High Call of Leadership

One of your highest calls as an Area Team is to train up those under your care. In one nation outside America, all those who want to be Aglow members must complete a 2 year course about Aglow. In another nation, all those who will become leaders must first complete a year's study of the Bible in order to have a strong, Biblical foundation. Set your goals high as you develop leaders.

Let's look at what leadership really is.

Leadership is about:

- **Relationship.** It is building trust with those you lead through communications, time spent together, and the willingness to be open and honest. Speak and listen as if each conversation is the most important you will ever have
- **Influence.** It is the ability of one person to influence others. Be prepared and knowledgeable as you lead.
- **Giving oneself in selfless service.** Jesus was the ultimate example of one who laid down his life as a leader. Be willing to demonstrate your commitment to the place of leadership where God has called you.
- **Teamwork.** It is not about one person being exalted. It is about forming a team that works together to get the job done.
- **Being called.** Without the call of God to leadership, a person will bring strife and division to a team.
- **Forging a path for others to follow.** Set the pace. Lead the way. Others will follow.

True Leadership Deposits Abundant Life

As we train leaders and as we grow in our own leadership, we must always remember that what we are about is full of life – the God kind of life. It isn't mundane. It is real. It is alive. It is powerful. And that is what we must stir and deposit in our leaders as they walk in their areas of leadership. It isn't about having a good meeting or even sensing the presence of God. It is about abundant life. Jesus said that one of the reasons He came was to bring us abundant life. (John 10:10) Life that would cause the works of the enemy to be destroyed. Life that would cause blind eyes to open and cancer to die. Life. Life! LIFE!

In 1965 William Branham said, "We need a fresh infilling and baptism into the Holy Spirit. I'm not talking about tongues, that is wonderful, what I'm talking about is learning to walk in the Spirit in a way that gets the job done." He said, "I've been in a season where we laid hands on people one at a time and we saw their needs met and that was wonderful. But this time that is coming (*and now upon us*) is a time of revelation of who Jesus is in us and who we are in Him."

He said, “God is going to take every move of God in history – from the beginning of time – and put it all together in one great Holy Ghost bomb and drop it on Planet Earth and nations will rock and reel with the power of God like we’ve never seen.”

That is what you are about as you bring leadership training to your leaders. Yes, you teach them the basics. But you are to leave them with the longing to see heaven on earth in their town. That is why God said a Lighthouse in every city on the earth. That is what He has been building in us through the years – an intensity – a longing to become who He has always seen us to be in the earth.

This man of God went on to say, “Something is coming. It’s about a body of people, walking with God, becoming the habitation of Him. It’s not only about miracles. It’s about God in us. If we don’t get to that level in the Lord, we will not be able to meet the needs of our generation.”

In a prophetic word to the ministry in 2008, it was said,

These are days when we are being restored to our rightful place. This is a place so far above where we are...we are going to need a space rocket to get there. Seriously beloved, we are so far behind in our own development, it is embarrassing. That is why there is a Divine acceleration in the earth. That is why there is a quickening Spirit abroad in the earth right now.

*God is accelerating our development because we are playing catch up....We have to catch up to the real anointing and we have to stop messing around in the shallows and get out into the deep things of God. And in order for that to happen, God needs and requires **a company of people** who are going to go off the deep end.*

*He needs a company of people that He can use as a visual aid to the earth. He is looking for a prototype. **He is looking for a people group to deposit revelation that will shake the earth and will cause Him to come down.***

In Master Plan, p. 74, Jane Hansen Hoyt said,

...we know from history that God has always chosen women to help bring forth His purposes on earth – either alone or in partnership with men – let me reiterate that I do not believe there has ever been the kind of awakening among women that we have seen in the last 30 or 40 years.

One of the names of God is Jehovah Jireh, the God who sees ahead and provides: He sees the need, He prepares for the need, so that when the hour comes, He has already made provision for what is needed in that season. God has been preparing women, as evidenced by this awakening, for their role in bringing forth what is on His heart for the Church and for the world in the coming days.

This unprecedented move of God’s Spirit in the lives of women has to do with the ultimate plan of God being fulfilled in the earth – because His purposes to join men and women in wholeness, in health, without fear, without intimidation, walking side by side. I believe this move of God ultimately has to do with the destiny of the Church being fulfilled. Jehovah Jireh has made provision for what is needed in this hour!

God is Looking for Us!

He is looking for us! So yes, we teach the basics, because that is our underground disguise in our communities – sweet women holding nice meetings. But how we are known in the kingdom is as a group of warriors, training and equipping other warriors to do the work of the ministry. And yes, we bring revelation and training that encourage every leader to move to a higher place of encounter with God.

Graham Cooke said in his book, Coming into Alignment,

If we are not leading God's people into direct encounter with Him, what is our leadership about? If people are not personally growing in Christ and fulfilling His kingdom call, what are we developing? If our ministry is not raising up warriors and soldiers to fight the good fight, what type of believer are we producing?

(Used by permission, Graham Cooke, copyright 2009, www.brilliantbookhouse.com)

Training Today's Lighthouse Leaders

As an Area Leadership Team, the Lord has given you stewardship over Lighthouse Leaders. For the season that they serve in Aglow, you will have opportunity to impact them as they become resourceful, forward-looking leaders who are ready to invite others into relationship with God and to take places of leadership. It is your privilege to move Lighthouse leaders from where they are to where they have not been. We are present to future people, forerunners who blaze a trail for others to follow.

But how will you do that? Where should you start? Much in Aglow has changed in recent years and leadership development is no exception. Some of you may be wondering, "What's now expected of us as we train and develop our leaders? What materials do we use? What should we cover?" The following should help answer your questions.

Why Leadership Development?

Why train and develop Lighthouse Leaders? In a nutshell:

- **Almost all leaders are made, not born.** While some people do have inherent inclinations and gifts that make leadership a more natural fit for them, every leader must learn the skills and embrace the experiences of leadership.
- **Leaders create leaders.** Leaders don't reach their potential on their own. They need someone else in leadership to point the way, to affirm their special qualities, to help them adjust when necessary.
- **Most people long to make a meaningful contribution.** But they need to know clearly what is expected of them to give them the initiative and the ongoing courage to lead.
- **People need to be encouraged in the stewardship** of their personal gifts, to build the kingdom of God and to discover how to spend their lives blessing others.

Expand the way your team has looked at training leaders in the past. What if part of your training time was actually used to develop future leaders? Everyone should have an eye out for the one who will take their place of leadership.

How Often?

Leadership development should take place in your area once a year.

Of course, when a new Aglow Lighthouse affiliates, you'll want to get them started off on a healthy foot by providing basic leadership development for the leaders as soon as possible. For example, if a new Lighthouse affiliates in May and your usual leadership development day is scheduled for September, do a special mini-training with the new Leadership Team so they can minister confidently in their positions.

When planning a leadership development seminar for your whole area, make sure the calendar is clear. Your date shouldn't conflict with any event sponsored by your Regional Director, State Prayer Coordinator, or the Global Headquarters. As soon as you have your dates set, let your Lighthouse Leaders know to hold those dates on their calendars.

Who Attends?

Your Lighthouse Leadership Teams spearhead their mission of reaching the women and men in their communities, neighborhoods, and workplaces with God's love. Ministry chairs specialize in ministering to a specific need of those in their Aglow Lighthouse. In keeping with their key roles, **Lighthouse Leadership Team members and ministry chairs are required** to attend one leadership development seminar a year.

If you have leaders who continually decline the summons to attend leadership development, draw them to their individual *Leadership Questionnaire* where they affirmed that they would attend training each year. Find out why they are not attending. Do they have several small children at home

and can't find a baby sitter? Perhaps they are caretakers for a sick family member and find it difficult to schedule long periods of time away from home. Or perhaps, they no longer carry the vision needed to continue as a leader in the Lighthouse. For the continued health of a Lighthouse, you must step in and make the necessary decisions needed to ensure that each Lighthouse leader carries the call to be an Aglow leader.

Who Teaches?

Your Area Leadership Team has the privilege of planning and presenting leadership development topics. Leadership development is a prime time to build relationships—to make yourselves visible, available, and known to your leaders. Doing the training yourselves or with the assistance of an Aglow leader, such as your Regional Director, is ideal.

Your first choice should be an Aglow leader who is a current Global Partner and currently serves in a place of leadership:

- Your Regional Director,
- A leader from the Global Headquarters,
- Someone well aware and strongly supportive of Aglow's mission and current direction brings added depth to a time of training.

Although other speakers may be excellent, you need someone who is able to share specifically about God's work in and through Aglow. Leadership development should stir your Lighthouse Leaders—not only in general Christian leadership—but in how God wants to uniquely use them in Aglow. No one can do that in such a personal, insightful, and powerful way as someone who knows what it means to pour her own heart and energies to the Lord through Aglow and who has frequently attend Aglow conferences.

If the speaker is someone besides a person currently serving on the Area team, provide travel expenses, honorarium, and housing and meals as necessary.

If you do invite a speaker outside the Area Team:

- Give specific instructions or topics you expect them to cover. For example, when a non Aglow speaker was invited to speak at an Area event, the Team asked the speaker to listen to the messages from the previous conference and relate those messages to the theme for the event. Not only did the speaker reiterate the current messages to Aglow, she was also informed of the new day in the Aglow ministry.
- Give any outside speaker reimbursement for travel expenses and an honorarium.
- Offer and provide overnight accommodations and meals if necessary.

Remember that a speaker's role is to dovetail with the training focus your Area Leadership Team agrees on, not to plan or carry the weight of the whole program. You know your leaders and their needs best. So, just as with your retreats, your Area Leadership Team carries the responsibility for planning the focus and framework of the training, for moderating, and for overseeing its success.

Leadership Development Content

Assessing the Basic Needs

When assessing the needs of the Lighthouse Leaders and Ministry chairs, look for strengths as well as weaknesses. Highlighting strengths that you see in one team, will cause another team with weaknesses in the same area to be gently pulled to a higher level of leadership. For example, Lighthouse A sends minutes so regularly that you could set your clock by them, yet Lighthouse B has sent minutes only twice the entire year! By your drawing attention to the excellent job that Lighthouse A is doing, Lighthouse B makes a mental note that if they want to receive kudos next training day they are going to need to step up their game.

Care enough to confront Lighthouse Leaders when they are not responding to communications from the Area Team. A Lighthouse is not to have a lone ranger mentality. We are all about bringing forth God's plan for our communities, and while each expression may look quite different, communication and unity are essential. Involve your Regional Director when needed.

If you have many brand-new leaders, naturally you'll need to offer some basics, such as:

- The role of the Lighthouse Leadership Team and ministry chairs
- How to give an altar call
- How to reach out to non-Christians
- How to lead a successful meeting and live to tell about it
- How to receive an offering
- How to seek God in finding their purpose in their community
- How to lead someone in the Baptism of the Holy Spirit

If you have mostly veteran leaders, you'll want to offer more in-depth topics, such as:

- How to build a unified team
- How to learn from failure
- How to show forth the radiant nature of God
- How to continue to walk in God's strategic plans for their community
- How to have God encounters by following the Holy Spirit
- How to resolve conflict
- How to live a lifestyle of friendship evangelism that transforms a community

The *USS Cole*, a warship in the U.S. Navy, was damaged by terrorists in 2002. After the ship was repaired and ready to go back into service, the veterans who had been on the ship before the attack were given an option to serve on different ships. Their reply? "As far as we are concerned, that is not an option." The veterans made sure to pass on the heart and spirit of the ship to the new recruits and together, they made a powerful team. So it is with those who have served in leadership through

the years in Aglow and those new leaders answering the call. The veterans must pass on the heart and spirit of the ministry to new leaders.

Every time you do leadership training, emphasize Aglow's mission as reflected in the mission statement. That simple statement of what Aglow is called to do should be second nature to you and to every one of your leaders

Goals for Leadership Development

Evaluate the Needs of Your Leaders

Don't just hope that you know what your Lighthouse Leaders need from leadership development seminars; take steps to find out. Some possible ways:

- The *Annual Lighthouse Ministry Action Plan*, (Posted in MyAglow Resources > US Leaders > Digests) which has a section for leaders to tell you what they need from you.
- Feedback from leaders through a poll or survey
- Input from liaisons if you have them
- Insights from reading ministry updates (minutes)
- Common questions or situations that surface in your area throughout the year
- Your own observations from interaction with leaders and their Lighthouses

The more you know your Lighthouse leaders and are in tune with their needs throughout the year, the easier it is to plan a training that solidly hits the mark.

It is a great idea to have an ongoing monthly or quarterly conference call with your Lighthouse Presidents. This builds relationship and allows time for them to hear the heart of the Area Team as well as providing them a place to give input. Make the calls worth the time spent to listen in. Ask questions and allow time to hear from each one. Hearing their hearts will help you know what to spot light during training times.

In Areas of Strength, Commend and Involve Leaders

Accentuate the Positive

“Our trainings tended to have a problematic focus,” Sarah confessed. “We planned based on what we felt was going *wrong* in our area, what needed to be corrected. Now we think about the positives first and how we can highlight them. For example, one of our Workplace Lighthouses started a benevolence fund and ended up giving over \$300 in groceries to women in their little town. You can be sure we’re going to have them up front at the mic so they can tell us all about it!”

Do you have a Community Lighthouse that is impacting their community in a significant way? Allow time for them to share what they are doing and how it is causing the people in their community to experience the love of God.

Someone once posed the question, “What if the biggest lack in America was the lack of goodness?” A Lighthouse in the state of Washington had been watching the attendance at their monthly outreach meeting dwindle down to a few faithful souls. The team decided to pull aside and seek God for the plan that He had for them in their community.

It seemed that the Holy Spirit directed them to a rundown RV park on the edge of town. Sitting in the car on the side of the road, the team began to pray in earnest, asking God what they could do to reach the people in the park.

First, they joined forces with a couple of other groups and provided basic essentials like milk, bread, peanut butter, etc., near the end of the month. They knew that most of the residents of the park ran out of many things before their next check came. They packed the food in reusable tubs and left the tubs with the residents as well.

Next, they planned, with the permission of the manager of the park, a cookout that consisted of hot dogs and hamburgers. They were surprised to find that the hamburgers were a hit, with one pregnant teen wolfing down four because she had not had meat in recent days.

The next step found the Lighthouse team announcing to the faithful few that they were moving their monthly meeting site to the RV Park. The faithful few made the move and showed up to help clean the laundry room – their new meeting room!

When the team made the flyer announcing to the park residents the news of a coming meeting, they weren’t sure who would show up. They drew them in with the promise of a bowl of hot chili. And the people came and listened to a simple gospel message and short testimonies of two of the team members.

Today, the manager of the park makes and passes out flyers announcing Aglow meetings. The meeting has outgrown the laundry room and they now meet in a local pizza establishment. Lives are being changed because someone reached out with a little kindness, a little love, and a little goodness. Someone was willing to risk moving out of the familiar place to touch those who would never come to the current meeting place.

Point to Ponder: How would your Lighthouse teams react to the inserting of a “smoke break” on the monthly meeting agenda? This became necessary for the above Lighthouse. When a door opens to reach the lost don’t be “religious.”

Encourage each Lighthouse team that showing forth the goodness, the greatness, and the majesty of God through acts of kindness is the true purpose for their being in their communities. Explore practical ways that teams can begin to reach out to the unreached, the unloved, and the forgotten as well others in their communities. God has a specific plan for each community and if we will ask, He will tell.

In Areas Needing Strengthening, Suggest Ways to Help

“We have a number of older, shrinking Community Lighthouses ministering only to Christian women,” Brenda said. “Although they’re discouraged with things as they are, they feel threatened about reaching out to non-Christians. At training, we did a skit with Joshua, Kathleen’s new baby. We showed how welcoming a new life requires adjustments, but it also brings a lot of hope and joy. Some of our leaders told us later that God used that skit to help them see that they needed to change.”

Change is never easy for anyone. Gentle adjustments prove to work better. For a team that is really struggling to move into the new season of going beyond the four walls of their meeting place, come alongside them, and plan a simple outreach into the community. Sometimes it takes a spark to get their creative ideas flowing. Set the example and lead the way.

An Aglow woman in California followed the nudge of the Holy Spirit in her apartment complex after a gang related shooting caused one death and two others were left in critical condition. With this one violent act, fear gripped a close knit community.

Within three weeks of the shooting, an outreach was planned on the apartment grounds. Food, face painting, cake walks, and raffle prizes abounded. Testimonies were given and people were saved. God places us in our communities, right down to the streets that we live on to bring heaven to earth in practical ways.

Point to Ponder: How can you encourage teams to stop waiting for people to come to them and to find ways to go out to the people?

Keep Aglow’s Mission in the Spotlight

Mission or purpose motivates. So throughout every leadership development seminar, keep weaving in what Aglow is called to do: to help restore and mobilize women and men around the world, to promote gender reconciliation in the Body of Christ as God designed, and to amplify awareness of global concerns from a biblical perspective.

Don't Major on Technical Details

Maybe your Area Leadership Team has seen leadership development as the time to focus mainly on “housekeeping details”: what forms should the Lighthouses fill out and to whom do they send them? Spending lots of time this way says to your leaders, “This is what we see as most important. Being a good Aglow leader mostly means knowing procedures and doing paperwork.”

Instead, spend your best time at leadership development on the broader landscape, the “whys” of ministry. Send a different message: “Being an Aglow leader means making an eternal difference in people’s lives and transforming each community.”

Point to Ponder: Knowing that there will always be new leaders, think of unique ways to blend the basics of leadership training along with new, encouraging leadership tips.

New Horizons for Leadership Development

Understanding How Adults Learn

A basic understanding of how adults learn can go miles toward making your leadership development an experience your Lighthouse Leaders won’t want to miss. Here are four insights you’ll find helpful, based on perspectives from trainer and consultant Tom McDonald, Ph.D.

- **Adults want a chance to organize their own learning.** Says McDonald, “...It’s just about impossible to teach adults anything, unless you involve them in the process.” Adults learn best when they are active participants.
- **Adults are selective about the new information they take in.** Unlike children, most adults have heads already full of knowledge. Taking in more information requires a “sorting” process. If there is too much content or if the content is unfocused, adults may simply turn off because the sorting process becomes overwhelming.
- **Adults enjoy being validated by someone they perceive is “like them” in shared experience.** Says McDonald, “Interaction...is the heart of how adults go about learning: feeling safe enough to share their own thoughts with a small group of their peers.”
- **Adults need to clearly see the usefulness of what they’re learning.** Of course, learning can be fun too, but adults have a basic need for content that is practical, with real life application.

Tips for Developing Leaders

The time has come. Your pencil is poised over the blank tablet and your Area Leadership Team is ready to plan. How can an understanding of how adults learn translate to your next leadership development seminar? The following tips will help.

- **Realize that leadership development is a process, not a one-time event.**

That's not to say leadership development seminars aren't necessary. They are vital, especially as Aglow grows and changes. But much of what your leaders learn is "on the job" training as situations and opportunities arise. They learn from watching you, too. Your availability and input at those times is every bit as valuable as what you say in a training session. *In fact, one of your most powerful training tools is how you relate to your leaders on an ongoing basis throughout the year.* So as an Area Leadership Team, see yourselves as year-round trainers.

- **At training, focus on the best things; save the rest for later.**

Ask this kickoff question as you plan your leadership development: what are the five to seven most important things our leaders need at this time? Write them down and work from there. Even in a marathon training session, you couldn't train your leaders in everything you'd like. Both what you can present and what your leaders can reasonably take in are limited. So increase the value of your training time; prune away the twenty good things you could cover and focus on the handful of best things you will cover.

- **Major on the broad landscape.**

Successful leaders share a common vision, a deep sense of being part of something much bigger than themselves. Focusing on the broad landscape - the reason for Aglow ministry - inspires and energizes. It offers your leaders a sense of purpose, destiny, and possibilities to share in.

- **Don't focus on technical details.**

For example, don't take the time to do in-depth things such as read a leader's job description from The Lighthouse Leader's Digest point by point; the leaders can do that themselves. Instead, try, "I'm going to sum up in my own words the key duties of the Vice-president of Public Relations. For the details, be sure to see The Lighthouse Leader's Digest." You'll find the time and energy you save by not getting buried in the ins and outs of a task can be better spent on other things.

- **Limit the time you spend in lecture format.**

Old habits can be hard to break, but don't sabotage your training by relying too heavily on a lecture format. A good rule of thumb: spend no more than half your total time in the teacher-classroom style, with your Area Leadership Team talking at your leaders. While that style usually feels most comfortable to us as trainers, educators have found it's one of the least effective ways to teach adults.

Spend the lion's share of your training time in interaction or application activities such as role-playing, small groups or teams, how-to demonstrations, idea exchanges, feedback from your leaders, hands-on practice, discussion clusters, nugget prayer clusters.

- **Try something new.**

Select a few of your favorite leadership books and develop a list of “quiz” questions for each one. Make it an open book quiz with the page numbers included. Give each Lighthouse team a selected book along with the list of questions. Give them time to work through the list. Have time set aside for each Lighthouse to showcase to the group their favorite question from their book.

- **Lead in an exercise to think out of the box.**

Develop a list of thought provoking questions that cause Lighthouse Leaders to begin to think out of the box. For example:

- » If Jesus was in your Lighthouse, what would He do to reach out to the lost in your community?
- » Identify a place of lack in your community. List several practical ways your Lighthouse can begin to erase this lack. For example:
 - Your community has a growing community of homeless. List practical ways to meet their needs
 - Your community has a large population of international students at a University. List practical ways to develop friendships by simple acts of kindness.
 - Your community has a military base. List ways you can reach out to spouses whose mates are away at war.
 - Your community is small and everyone knows everyone. List unique ways you can bring information to the residents that would help them care for the community in case of a disaster, etc.
- » If the people aren’t coming to your meeting place, brainstorm ways to take the message of the gospel out to where the people are.

- **Help your leaders help themselves.**

This is one of your major responsibilities as leadership developers. Remember, adults learn best when they’re partly in charge of their own learning process. One way to help that happen is to let your leaders know at your leadership development seminars that they’re partly responsible for their own training by familiarizing themselves with and using their Lighthouse Leader’s Digest.

Consider developing a fun open book quiz that would have each Lighthouse team thumbing through their *Digests* in search of the answer. Maybe allow them time to bring out a nugget they discovered while searching for answers. Make this time fun and exciting with just a tad of seriousness added in.

- **Showcase your Lighthouse Leaders and their ministry efforts.**

Almost any meeting evaluation has comments like, “The part of the meeting I liked best was hearing what other leaders like me are doing.” One of the most validating things you can do for your leaders is to let them hear from their peers who are walking in the same shoes and facing the same challenges.

- » Does someone have an outstanding Neighborhood Lighthouse? Give them the mic to share the secret of their success.
- » Has a Community Lighthouse done a revealing community analysis, experienced new life in their prayer groups, generated innovative ideas through brainstorming, or stepped out into the community through other efforts to meet needs?

Find ways to make your leaders the heroes by spotlighting them and their ministry efforts.

- **Involve, involve, involve your leaders.**

Passively sitting and listening is tough on both body and soul. The more you involve your leaders at training, the higher their energy and interest and the better their prospects for learning. So find ways to change your leaders from observers to participants. Get them working together in “buddy systems,” teams, or clusters. Ask for volunteers for a role play. Break into small idea-sharing groups. Let leaders give feedback, voice their concerns, or raise questions on the subjects presented. Involvement produces a sense of commitment and contribution and will send leaders home ready for action.

- **Make everything as applicable as possible.**

What if you went to a cooking class and were shown a diagram of rare French mushrooms followed by a video of the life stories of great chefs? You and your spatula would probably go home disappointed because you needed more than just knowledge about cooking. You needed something you could really *use*, something more practical to inspire you when you’re home on the range drawing a blank for dinner.

In the same way, what you present at training must have real-life application; it must be something that works “back home” in your leaders’ everyday lives and ministries: at their Aglow Lighthouses; in the team relationships; as they reach out to their communities, neighborhoods, and workplaces. Always show them the practical applications of what they are learning.

- **Build life and interest into your program.**

- » **Keep it punchy.** Teach in 20-30 minute nuggets; then either move to a new topic or to interaction (such as a discussion cluster) or an application activity (such as hands-on practice) reinforcing what was just taught. Keep everything bite-sized and applicable.

- » **Communicate a solid sense of direction.** Rather than, “Now let’s have some discussion,” try, “Break into groups of five or six. Share with your group what you feel was the most important point just presented. I’ll call you back together in ten minutes.”
- » **Keep the lights on and the temperature moderate.** If using overheads or an LCD projector, keep the room lit as brightly as visibility allows. Dimmed lights or an overly warm room bring on drowsiness.
- » **Use multiple presenters.** The natural variety on your Area Leadership Team in appearance, voice tones, and personality will help keep listeners tuned in. And an important side benefit: varying your speakers helps your leaders see that there’s no one right “leadership personality;” God can use soft-spoken Ruth every bit as effectively as bubbly, outgoing Sylvia.
- » **Don’t skimp on breaks.** Take a break at least every 90 minutes. No matter how intriguing your program is, it won’t hold the attention of a listener weary of sitting or in need of a rest room or drinking fountain. Breaks also are a welcome and needed diversion from the intensity of continual listening and learning.
- **Don’t be afraid to leave your leaders hungry.** It can be hard, but prune out things that are less important. Take the pruning shears in hand by asking yourselves these tough questions as you plan:
 - » Is this one of the five to seven most important things our leaders need from us now?
 - » Are these technical details the leaders can just as easily read for themselves in their Lighthouse Leader’s Digest? (These are important, but should never dominate your training.) Consider a handout that they can take home to look at during their next team meeting.
 - » Can we present this in a 20-30 minute nugget? If not, is it more that we need to say?
 - » Is this applicable? Will it help our leaders really “do the ministry”? Is it real-life know-how or just information?
 - » Could we communicate this just as well in some other way (such as our area newsletter, through liaisons, etc.)?
 - » Should this be addressed in a group setting? Are we including it in training to avoid addressing it directly with the Lighthouse(s) having this problem?
 - » Is this something that is only important on an “as needed” basis (the details of appointment, how to close an Aglow Lighthouse, etc.)? On these things, can we give direct help to those who need it as they need it?

In Closing

As an Area Team, you are the leaders over your territory and over your Lighthouse leaders. Stay the course. Leaders strengthen those under them who are in the middle of discouraging setbacks and shattering results, as well as rejoice with those experiencing breakthrough and progress. Lead from a place of peace and rest, and in times of trouble you will find that even high winds and hail cannot disturb you. In every situation, God has gone before you in triumph. As you lead your Area forward, call out to those who are coming on behind, “This is the way, follow me!”

Walter Lippman said, “The final test of a leader is that he leaves behind him in others the conviction and will to carry on.”

Part 5

Other Polices and Information

Aglow and Politics

The federal government has given Aglow (and all other 501(c)(3) organizations) an exemption from federal income taxes provided that we comply with two conditions. One, Aglow funds are not to be used for the personal gain or benefit of officers, members, or any private individual. Two, Aglow funds are to be used only to support the purposes stated in our Articles of Incorporation (found in the *Aglow Constitution and Bylaws*). Included in the exemption is the agreement that we will not promote a political candidate or party.

Political Guidelines and Protocol

Because Aglow International incorporated as a 501c3 in 1972, and is tax exempt, there are certain guidelines set by the IRS that we must adhere to. The beauty of Aglow is that women and men from all denominations have found ways to come from different religious and ethnic backgrounds to merge into the Body of Christ.

As a ministry we are non-partisan. Publicly, we are not Democrats, Republicans, or Independents, or any other political party. (Partisan means biased, opinionated, taking sides; therefore, Aglow is to not favor one party over the other as information is presented in outreach meetings, prayer calls, retreats, or conferences.)

- We do not support candidates by name.
- We can support issues, but you need to know the Biblical basis for an issue. (You can view Aglow's Core Values and our Belief Statements to help you know where Aglow stands.) For example, Aglow stands for life. Children are a gift from God. God is the One who formed children in the womb; therefore, Aglow supports candidates that support life for the unborn.
- Aglow prays for and supports as opposed to praying against something or someone.
- Biblically we are to pray for our leaders, not tear them down. Pray for those who aren't saved, to come to know the Lord.
- We need to encourage people to be informed and vote and to register to vote.
- We can encourage people to let their voices be heard by calling their legislatures to let them know how we stand on issues.
- If you receive political emails from candidates you support privately, PLEASE DO NOT forward political emails to your Aglow email lists.

- As a private citizen, you are free to participate in a political campaign. However, the federal government has given Aglow an exemption from federal income taxes provided we do not promote political candidates or campaigns, or contribute money to a candidate.
- Simply put, this means we shouldn't say or do things like the following in our Aglow meetings:
 - » “Mary Jean Brown, a Lighthouse President, is running for a seat on the Seattle school board. She really wants to bring back biblical principles to the schools, so get out and vote for her.”
 - » “Max King is a family friend, a good Christian and is running for Sherriff. Please vote for Max.”
 - » “We will be having a garage sale next Friday and Saturday to help Mary Jean Brown in her quest to earn a seat on the Seattle school board. All the proceeds will go into her campaign fund.”
- As people of influence, we can safely make statements concerning moral issues facing our nation. You CAN say and do:
 - » “As American citizens, we have the privilege of voting for our government leaders. Please vote responsibly and prayerfully for candidates reflecting moral and godly principles.”
 - » Conduct voter registration
 - » “A new abortion rights bill is being voted on next week. Aglow strongly supports life, so get out and vote for life!”
 - » “I’m handing out a pamphlet listing the church attendance and the voting records of all the candidates running for office this year.

For more on political issues, see Chapter 16 in [The Lighthouse Leader’s Digest](#).

Aglow and Insurance

Each year the Global Headquarters pays a large premium for insurance coverage. The premium is covered by dividing the amount among the Areas of the United States, approximately \$200 a team. Each Area Team can choose to pay the premium out of their funds or they can pay the funds and collect a portion from each of their Lighthouse teams. **IMPORTANT:** If you have an outreach that is not an officially affiliated Aglow group on record with Aglow headquarters, the regular attendees **MUST** be in our database, ideally as Global Partners, in order for our insurance to cover them.

A Certificate of Insurance

Some venues where you might hold retreats or outreach meetings require a certificate of insurance. Please see the section in Part 3, [Retreat Basics](#), [Certificate of Insurance](#) and [Negotiating a Contract](#), for more information.

While it is perfectly within the rights of a venue to ask for a certificate of insurance, you will also want to make sure that the venue carries liability insurance. If someone is injured during the Aglow

event, or equipment is damaged or stolen, a claim will first be filed with the insurance company of the venue, then with the insurance company of the individual injured, and lastly with Aglow's insurance. For more information on filing an insurance claim, please see The Lighthouse Leader's Digest in Chapter 16.

Filing an Insurance Claim

A more complete explanation is found in The Lighthouse Leader's Digest, Chapter 16. In the event of an accident or loss:

- Notify the Executive Director of the US Field with all details. She will determine if a claim should be sent to Aglow's insurance company.
- The injured party should always file a claim with the *venue owner first*.
- It is okay to tell the claimant that the Headquarters will submit a claim to our insurance carrier *for consideration if the claimant has a legitimate reason for holding Aglow responsible*.
 - » Please do not say that Aglow's insurance will pay the claim.
 - » All claims must be investigated, and then the insurance company makes the determination if a claim is to be paid.

MyAglow

MyAglow is a unique section of the Aglow website. While MyAglow is available to all who sign in, each person can access different levels of information according to their leadership status. Are you on a Lighthouse Team? You gain access to The Lighthouse Leader's Digest, as well as brochures, and various other tools to assist you in your work in your community. The same is true for Area Leaders. Every leader should become part of MyAglow. Visit the Aglow website (www.Aglow.org) and create a login account today.

Property of Aglow

Any equipment purchased with Aglow funds becomes Aglow property. If a Lighthouse or Area Team closes, the equipment purchased would become the property of the next level of leadership.

Fundraising

"To infinity and beyond!" shouted Buzz Lightyear. And so go the ongoing needs for funds to do Aglow projects. With the many different trips, conferences, rallies, seminars, etc., that Aglow offers, what types of events can Aglow women raise money for to help defray their personal costs?

- Lighthouse and Area teams can sponsor garage sales, bake sales, car washes, etc., to raise funds to help those on the team and in the group to attend Aglow functions. The decision must be made before the event as to how the funds will be divided, and the funds must be used as originally declared. For this reason, it is often more advantageous to call a fund that

will be used to send officers and attendees to Aglow events a generic name, like “Travel Fund” verses “Retreat 2011”. These funds are held in the Lighthouse or Area bank account.

- All individuals can raise funds to go on Aglow-sponsored trips (see definition below); however, they must raise the funds from places outside of Aglow (for example, their church, their family, friends, etc.). Aglow is not responsible for any misappropriation of funds given to an individual. Any funds sent to Aglow become a donation if the individual is not able to take the trip or doesn’t raise enough funds for the trip.

Aglow sponsored trips are defined as:

- » Transformation trips led by Aglow’s Transformation Director or those she designates
- » Generations trips led by Aglow’s Generations Director
- » Prayer Journeys led by Aglow’s Prayer Director or those she designates
- » Specific focus trips to Israel or other nations with Aglow’s President. This does **NOT** include the yearly sightseeing and familiarization trip that Aglow takes to Israel.

For further information on Fundraising, please see Chapter 9, Financial Obligations in The Lighthouse Leader’s Digest.

Bank Account Guidelines

Ideally, there should be at least three authorized signers on the account. The President and Vice-president of Financial Development are most important. **NEW:** As another level of accountability, as of April 15, 2013, we’re requiring that Lighthouse teams add an Area officer as a signer on their Lighthouses’ bank account. This person will not actually sign checks, but will have access to the bank account on the rare occasion where this becomes necessary.

(For more detailed information on Bank Account guidelines see the Financial Digest)

Part 6

Resources

A Landmark Letter

February, 2010

Recently, I have felt I wanted to write to you in regards to the prophetic words Aglow receives.

Prophecy in Balance

I believe that the prophetic words spoken over Aglow come, not as independent “truth” but as words of acknowledgement for what God has already raised up in His women, as well as words of confirmation to our own spirits as we continue to move forward with God’s call on this ministry. Let me say, however, that Aglow does not, nor has it ever based its ministry solely on prophetic words. Yet, prophetic words have come to us from the very beginning, often in conference settings.

At our 2009 Global conference in Louisville, Kentucky, our speaker Asher Intrater brought us a powerful word about becoming “a company of Marys” who would be used to help bring forth the 2nd coming of Jesus. Initially, the understanding of this word has caused confusion among some, a confusion I hope to clarify in this letter.

I worked in registration during Aglow’s first international conference held in Seattle in 1974. I remember even then the prophetic nature of the ministry of Dr. Pat Robertson and Dr. Jack Hayford, both of whom were speakers that year. They remain friends of Aglow to this day.

Interestingly, Dr. Hayford spoke on “The Mary Miracle.” It was a powerful word about God using the womb of Mary to bring His son to earth. It was linked with the womb of our spirit also being used to bring forth Jesus in the earth through our faith and intercession.

When I speak of the “womb of our spirit,” we understand that it is genderless and refers to the Bride of Christ, male and female. I view Asher Intrater’s “Mary” word to us at last year’s conference as a powerful confirmation of Dr. Hayford’s word 36 years earlier, as well as confirmation to our own spirits.

I have always been a person who seeks to walk in balance, especially as your leader. My way of responding to the Spirit is to let Him unfold a thing. I don’t try to push or make it happen. My father taught me early in life to “make it hard on God.” I hope I have exhibited that in my leadership down through the years at Aglow.

Aglow's Leadership

I want to clarify how Aglow has been led these many years. I have had the incredible privilege of being a part of Aglow from its early days. It was in the early to mid-1970s that I first began to help as a volunteer with the beginnings of what we now call the International level.

At that point, Aglow's office was located in a house in Edmonds, Washington. Because I lived in Edmonds, and served as a local president, and later on an area board, I was asked if I would help with some of the multiple tasks that were developing with this new ministry. The few of us who volunteered in the office found ourselves amazed at the early response to a new ministry, then called Women's Aglow.

Aglow began in 1967 when nobody dreamed it would become a ministry, much less a Global movement. Aglow incorporated in 1972 on the advice of one of the ministry's first advisors, Father Dennis Bennett. Father Bennett was then rector of St. Luke's Episcopal Church in Seattle, and an early leader in what became the charismatic renewal movement that was sweeping through traditional churches.

The direction and heart of the Father expressed through this dear man of God, encouraged us in this new venture. He had been influential in the unfolding Renewal Movement and voiced his strong sense that God was bringing forth something new in the earth with the birth of Aglow.

Aglow was just beginning to see growth in those early days, yet, prophetic words came from recognized Christian leaders that we would be a ministry that reached out to the nations of the world. Indeed, that has come to pass.

I continued to volunteer in the office through the terms of the first two International Presidents, Ellen Olsen and Margaret Moody. During that time the first International Board was formed. With Aglow as a "new thing in the earth," they had never walked this way before, yet these women sought after God with their whole heart. Like Abraham, they were walking into a destiny that they didn't fully understand. They were simply being obedient and God honored them for their faithfulness.

The Male/Female Mandate

In 1980, when I became the third International President, I began to speak about what God had been showing me regarding the significant place women held in His unfolding plan. I shared about the need for reconciliation between male and female so that the plan of God as He spoke it in Genesis 1-3 might come forth. Those early messages and God's increasing revelation about His plan for male and female reconciliation ultimately became our first mandate.

The Islam Mandate

In 1991, a startling prophetic word came during our international conference in Orlando, Florida, about the Islamic world and the thread God would put in our hand to help unravel that system. That word came through one of our own Aglow women, Diane Fink, who now directs the Aglow Institute of Ministry.

The question that hung in the air in 1991 was, “What do we do now?” When the Board of Directors, who are responsible for the ministry’s major decisions, met to consider that word, we believed strongly that it came from God, but none of us had any idea how or where to even begin. Yet, In God’s faithfulness, He began to lead us in ways that we now stand amazed at as we look back.

In 1993, at our international conference in Phoenix, Arizona, Steve Penny, a young Australian pastor with a prophetic gift, was one of our speakers. This is what he said. “I don’t know what happened in 1991 in your Aglow convention, but... something of God’s purpose for this ministry was sown into your hearts by the Word of the Lord. Conception took place.” He continued, “I believe that in a couple of years ahead, there will be a birthing of the things that have been seeded into your hearts, but at this conference the Spirit of God is confirming, ‘This is what I’m doing. This is My plan.’”

Exactly two years after Steve Penny spoke, another confirmation came at our 1995 international conference by a recognized prophetic leader, Rick Joyner. He knew nothing of the initial word to us. God wanted to make sure we heard and understood that it was something on His heart.

When God spoke that first prophetic word to us about Islam, it was 10 years before the tragic events of 9/11. He is *Jehovah Jireh*, the one who goes before us and provides what is needed at the moment it is needed. Today we have Aglow groups in many of the Islamic nations and we are beginning our 9th year with *Diwaniya*, our Arabic language TV series with a vast outreach globally and a great penetration into the Muslim world. Diane Moder, our Islamic Awareness and Education Director, regularly holds insightful seminars that have educated not only Aglow constituents, but also many church leaders.

The Israel Mandate

In July, 2000, while on Aglow's first journey to Israel -- a trip that we thought would be a "one time thing," God spoke to my heart in a way that I knew I should pursue a divine connection with Israel. Yet, again, I didn't know how. I willingly waited for the Holy Spirit to unfold what God might be speaking. Then, in June, 2001, God sovereignly chose a time when He strongly confirmed to me, and to Aglow, His mandate for Israel.

It happened at a small, non-Aglow conference on Israel where several international ministry leaders confirmed what God was saying. Since then, Aglow has taken 8 trips into the land of Israel and is planning the 9th trip for May, 2010. The Holy Spirit has repeatedly said to Aglow, "You have been called for such a time as this. I believe!

As the international prayer movement has grown around the world, Aglow's Global House of Prayer has also grown under the direction of Prayer Director, Nancy McDaniel. Thanks to instant communication, today we can rally a million women quickly to pray for critical events taking place in the world. We have grown in experience and authority in prayer.

We appreciate confirming words that have been spoken over this ministry from such ministry leaders of character as Dutch Sheets, an Aglow advisor, who spoke Isaiah 22:22 over Aglow at our 2004 U.S. National Conference in Phoenix, Arizona.

Time Brings Shifting Emphasis

When Aglow began back in the 1960's, the focus was on the Baptism of the Holy Spirit, the gifts of the Spirit and praise and worship. This was the emphasis because it was how God was moving in those early days. Then the Spirit began to shift the focus, not abandoning the baptism of the Holy Spirit, nor those early elements of teaching, but building on WHY we had received the life of the Spirit within us. We began to hear how God was cleansing His temple. We experienced heart and life changes. We realized the need to look at hurts, wounds, beliefs, behavior patterns in our lives that God wanted to set us free from.

Many women around the world have testified to great healing that has taken place in their hearts through the ministry of Aglow. I am one of those women. God was beginning to quicken, heal and restore His handmaidens to be of use to Him in powerful ways. When the Holy Spirit begins to highlight a particular area it is not because WE have decided to make a change. Rather, He is doing it.

Bride and Bridegroom/ Male and Female

In the past couple of years many of us in ministry have sensed something new being highlighted... that of the Bride and Bridegroom. Being a new bride myself, I have been so aware of the drawing of the Bride to the Bridegroom.

The whole word of God is about God seeking an eternal companion for His Son. The Old Testament points towards the coming of His Son, The Messiah and the Bridegroom who will seek, court, and

woo the Bride to Himself. The New Testament is the unfolding story of how the Son pursues the Bride for Himself.

Interestingly, that “new” focus was confirmed at our conference in Louisville through leaders. The fact that the Spirit is moving in such a way in this hour is exciting. However, we continue to remain balanced in our approach to what we sense Him doing. We merely acknowledge in our hearts that we are responding to the advancement of the Bridegroom towards His Bride, getting us ready for what He has for us in this hour.

I believe God is intentional in what He does and says. Do we understand fully how this is to be walked out? No. What we do know is that since 2003, men have been drawn to Aglow in a new way, asking to form their own small groups under the Aglow banner. We have watched this happen in several nations and we are waiting on the Lord for next steps. We want to respond in faith that God is well able to develop whatever is on His heart if we will but wait on Him to do so and not respond with fear and doubt.

I think Aglow already has been walking in faith, taking dominion through our prayers. We have prayer teams everywhere that pray powerful prayers. Currently, the 12 U.S. Regional Directors who serve on the US National Leadership Team are each taking a team into Washington DC every month this year to pray for this nation. The first team just concluded their time in our nation’s capital with a wonderful report of how God led them to pray.

In the other nations of the world, Aglow leaders are also praying in parts of their country where few dare to walk – taking dominion over all that does not glorify God. Remember, God directed the first couple in the Garden of Eden to “take dominion.” Again, let me say, for those who seem to fear the word dominion, this is not going beyond what God has said in His Word, but neither is it holding back in fear because some have abused that word.

I continue to be humbled by your love and support as a leader. I also continue to want Aglow to move in the authority she has gained over the years. Just as in life, we gain wisdom as we grow. The same is true in the Spirit realm.

To say we have gained authority and wisdom is not a haughty thing. It is something to give God the glory for. Stay low in your own eyes, but move out in the power of the name we all love...Jesus.

I trust this letter is of some help to you and your heart takes comfort in the fact that God has joined us together, built trust and given us a love for one another that confounds the enemy.

To Him be the glory!

Jane Hansen Hoyt

President / CEO

A Neighbor in Your Community

Your Aglow Lighthouse or Area Leadership Team is a “neighbor” in your community; a neighbor of churches, other ministries, local government officials, community services such as the Chamber of Commerce and businesses. Aglow ministers to women and men in each community and helps make the community a better place to live. Following are some ideas for introducing Aglow to your business community. You can develop friends, receive favor and arrange for mutually beneficial exchanges within your community. Your team can offer prayer, a shared practical mission, recognition and increased patronage to businesses, and an opportunity for all entities to give hope and encouragement to those in your communities.

Friends with Pastors, Churches, and Other Ministries

- Come alongside to reach the unsaved.
- Present your Lighthouses to potential advisors and churches.
- Invite pastors and spouses to your Lighthouse meetings, outreaches, or special meetings.
- Offer assistance to churches with ongoing outreach projects.
- Partner with churches and other ministries in outreach efforts.

Favor with Mayor, City, and Community Services

- Promote Aglow activities with the Chamber of Commerce.
- Offer ministry and help bring restoration to your city.
- Offer prayer to your city officials.
- Partner with a social service agency for an outreach project.
- Express mutual interest, such as making your community a better place to live.

Mutual Beneficial Exchanges with Businesses

Businesses desire to receive advertising and recognition in their community as well as patronage. They want their community to be a good place to live in.

- Exchange advertising and recognition on your printed materials for discounted printing, decorations, food, or room space for monthly meetings, etc.
- Inquire about Benevolence Funds available to give you donations of money for your postage, paper, purchased items for an outreach, etc.
- Exchange advertising and recognition for sponsorship of one meal, a gift Bible for a new Christian, radio program time, etc.
- Consider partnering with a business for an outreach, such as a beauty college to provide free hair care for needy families.
- Arrange for an antique or gift shop to decorate for the event, perhaps with price tags attached.

How to Approach Businesses

Businesses are looking for a focused mission, results that can be evaluated, dedicated and trained leadership, response to a proven community need, and innovative and creative programs. Businesses want recognition, advertising, good will and mutual support.

- **PRAY** about your needs, your outreaches and how you can benefit churches, community groups and businesses in your neighborhood.
- **PLAN** before contacting the above and decide:
 - » What need you want the business to meet
 - » Projected cost to the business
 - » The date you need the business to deliver the product (give plenty of “lead time”; 2-3 months)
 - » How discounts/donations/sponsorship will help you minister or free your funds for further ministry
 - » Estimated number of people who will be helped
 - » Exactly how you will benefit those you are approaching (recognition, advertising, etc.)
- **PREPARE**
 - » Use the telephone directory to find businesses or product lines you need. Call and ask for “Marketing and Public Relations” or regarding “Benevolence Funds”.
 - » Make an appointment or write a letter explaining your “Plan”.
 - » Prepare letters for receipts for those businesses who donate money or products.
- **PRACTICE** a short and direct presentation of who you are, what you do, and how you help your community.
 - » My name is Marilyn Sikes. I am part of a Christian organization, Aglow International. We have provided outreach activities in North Shore for 15 years, touching single moms by providing school supplies for their school age children. This year we have 25 single moms who need help. We want to extend the opportunity to Wal-Mart to partner with us by providing 10 backpacks to pack school supplies in.
- **PRESENT** your plan
 - » Always keep appointments as your relationship with entities develops.
 - » Be on time and as brief as possible.
 - » Make your encounter face to face for best results.
 - » Keep an updated list of your outreach or ongoing plans that can be presented “on the spot” when you are talking with businesses.

- » If you send a letter, follow up with a phone call.
- ***FOLLOW UP***
 - » Write a thank you note and give the results of their involvement.
 - » Follow through with what you promised.
 - » Continue to give recognition or patronage if possible.
 - » Inform the local paper of your activity and include information on your partner's participation.
 - » Take photos and submit article to Aglow International for the website.

Tips for E-Mail Use

When you think of how much time you spend sending and writing e-mail, just being able to save a fraction of time in these activities can add up to quite a time savings every week. By following the advice below you will avoid embarrassing mistakes and unproductive practices in sending or replying to e-mails. Take a few minutes to read these suggestions, and save yourself time and trouble.

- **Block off times to process your e-mail.** Twice per day should be enough. Avoid the temptation to check e-mail more frequently.
- Check spelling before sending the message. Spelling errors seem generally accepted in e-mail. But go beyond acceptable. Always aim for excellence.
- **DON'T TYPE IN ALL CAPS.** This is perceived as shouting. Re-read your e-mail before sending it. Writing quickly often results in awkward grammar. Be as brief as possible to get the message across.
- Use a font and font size that is easy to read. Some fonts **CAN BE** *difficult to read*.
- **Don't copy and paste documents from other programs.** Odd characters such as apostrophes can show up as gibberish. Instead, send the original document as an attachment.
- **Consider carefully what you write;** it's a permanent record and can be easily forwarded to others. Never accuse people or call them names. Never use email to attempt to settle conflict.
- **Write descriptive subject lines.** Many busy people will only open messages with captivating subject lines. Think creatively.
- **If you must forward a message, put your comments at the top.** Delete previous addresses unless necessary for the recipient. Forwarded addresses take up space and give others access to email addresses that could be gleaned for spamming.
- **Delete all unnecessary email.** Old messages congest servers. Delete old, duplicate, or reply version copies and free up space for new incoming mail.
- **When replying to a message, be sure you reply to just the person you want.** Be careful not to accidentally reply to those who were cc'd if you don't want them to see your response.
- **Be careful with punctuation.** A lot of periods can separate thoughts...but use a lot of exclamation marks and it looks like you're angry!!!!!!!!!! How does a line of question marks look??????? You might not intend strong emotion, but the other person might think you do.
- **Use the blind carbon copy (bcc) feature for your own mailing lists.** By using the bcc feature, recipients won't be able to copy other people's names and addresses.

How to Brainstorm

"I'm just drawing a blank. I can't come up with anything."

"I guess I'm just not the creative type."

"This thought is probably too dumb to even bother with..."

"Maybe I just don't have the anointing anymore to be a leader."

Ever had those feelings? Feel like a card-carrying member of the Rut Club? Maybe the staleness of sameness is trying to become a member of your group, and you desperately need some new ideas. You'd really like to do that elusive thing called "being creative"—but you just keep coming up empty. It's a very common dilemma.

Educator Marlene LeFever says, "Recently researchers asked church leaders, 'If you had \$1,000 to spend on your church right now, how would you spend it?' They said they'd buy video tapes, movie projectors, books for the library. Safe and perhaps dull! What if they allowed their minds to play? 'I think our church melts into the background in our community.' One leader might have said, '...I'd paint it purple for a few months. People would be so jarred they'd come just to find out what was happening.' Outrageous? Yes, but that quip might have pointed the way to a workable idea."

As a leader, how can you make an exodus from the desert of sameness to a land dripping with milk and honey of fresh ideas? One way is called brainstorming, and it's probably a lot easier than you think. In some ways, it's child's play.

What is Brainstorming?

Perhaps you use to be pretty good at brainstorming and didn't even know it. A less clinical name for brainstorming is the "What if..." game. Kids are real pros. "What if it snowed all year and the year after that and all the teachers got really old so we never had to go back to school again?" "What if I didn't have any teeth so all I could ever eat was ice cream and pop?" "What if I used dad's razor and shaved off all of Benji's fur?"

The trouble is, when we grow up, most of us stop letting ourselves play with ideas that way. Once we have a pretty good handle on the certainties of our world, we don't see the value of it. But as leaders we need to back up and retrieve what we practiced as kids. Hanging upside down on the monkey bars brings a new perspective—a different way of seeing things. And that is what brainstorming is all about.

Sometimes all it takes is a fresh approach to free us from a mental log jam in our way of doing things. Have you heard the story of the trucker who attempted to drive through a tunnel with a load that was just an inch or so too high? He became impossibly wedged in, and try as he might, he couldn't move forward or backward. Numerous experts were called in at great cost to debate all possible solutions, including the radical idea that a portion of the tunnel be removed. Finally a little boy standing by the side of the road tugged on the driver's sleeve and piped up. "Mister, how 'bout just taking the air out of your tires?" His pint-sized perspective saved the day.

You may think, “Well, is brainstorming the same as the idea exchanging we’ve done? I think we’ve already tried this.” No, brainstorming and idea exchanging are really worlds apart. Idea exchanging is trading proven ideas that have worked before, sort of an idea recycling process. But in brainstorming, the key word is new. There’s freedom to let go and let the ideas fly, no matter how crazy they seem. The more untested and unheard of they are, the better!

How Does It Work?

Your retreat or leadership training is in need of some fresh ideas. At a retreat, you seldom see visitors return for a second time and you hear leaders grumble. What can you do to encourage them to come back? Why don’t you take ten minutes to brainstorm about this problem?

Materials Needed

- big pad of paper or chalkboard
- person up front to write
- marker or pen
- person to take notes
- a team to dream
- pencil and papers

Ground Rules

*“No eye has seen, no ear has heard, no mind has conceived what
God has prepared for those who love Him.” 1 Cor. 2:9 NIV*

*“God can do anything, you know – far more than you could ever imagine or guess or request in
your wildest dreams! He does it not by pushing us around but by working within us, His Spirit
deeply and gently within us.” Eph. 3:20-21 The Message*

- Everybody relax and prepare to have fun playing with ideas, thoughts, and dreams.
- Be open to each other and to the Lord – *it is His Spirit* working *deeply and gently within* you. Everybody should expect the Lord to work among you.

Stage One – Let Your Imagination Run Wild

- Your leader announces the goal. (For example, "We're going to take ten minutes to brainstorm ways we can reach out to the lost and hurting in our community.") Everyone starts thinking, "What if...?" or "Why not try...?"
- Everyone takes sixty to ninety seconds to silently jot down a few ideas.
- Then everyone begins speaking out ideas at random in five or so words. This may feel funny at first, until you get rolling. Any idea at all—no matter how crazy—counts.
- No evaluating is permitted. There are no bad ideas.

- No one is allowed to say:
 - » That won't work because...
 - » We tried that before.
 - » It costs too much.
 - » That's not our job.
 - » That will take too much time.
 - » We don't have enough help.
 - » That's too radical a change!
 - » Let's get back to reality.
 - » I don't like the idea.
 - » We aren't ready for that!
 - » It isn't in the budget.
 - » You can't teach an old dog new tricks.
 - » Too impractical!
 - » It's never been tried before.
 - » Let's put that one on the back burner for now.
 - » Let's form a committee.
 - » I know someone who tried that.
 - » We've always done it this way before.
- The person up front gets all the ideas down on the big pad for everyone to see. The note taker, also, writes them down on paper.
- Everyone continues calling out the ideas they get, going for pages and pages of ideas. Lots of ideas that seem unworkable are better than no ideas at all.
- It's great when one idea triggers another with a little variation. "Hitchhiker" ideas are welcome!

For example, Carrie says, "We could make a flyer that says 'if you are lost, come to our meeting to be found'!" It may sound funny, but remember, there's no judging at this point. Then Lindsey says, "Hey, we could ask WalMart to donate a GPS and change the flyer to say, 'Don't know where you are spending eternity? Drawing to be held for GPS'!" She hitchhiked on Carrie's idea and came up with something that with a little more work, could work!

Stage Two – Landing

- Now everyone reviews the list on the big pad. Combine similar ideas; weed out the unworkable ones. Decide which ideas are possible keepers—suggestions that might work.
- Refine the keepers, remembering that an idea that seems crazy at first can develop into something that will really fly. (This step may take some time and thought. You can do it now or later.)

For example, an engineer with a large chemical company came up with a unique solution for removing old house paint: put gunpowder in it and a blow it off the house! Dumb idea, right? Wrong. His company used his idea as a stepping-stone to a better one: a paint additive that reacts with a solution that can be applied later, causing the paint to strip off easily.

- Decide how to put the usable ideas into practice.

By the close of the brainstorming session you can all smile, realizing two things: it feels good not to be afraid of ideas that aren't practical, and you had a whole lot more ideas inside than you dreamed!

(Note: it's a good idea to keep the note keeper's list for future reference.)

Play that Pays Off

Besides the obvious benefits of new, fresh ideas, brainstorming pays off in other big dividends, too.

- It builds you as a team.
- It recognizes and affirms the gifts, abilities, and motivations of the whole group.
- It helps you learn from one another.
- It nurtures your creativity.
- It sows seeds for future good ideas.
- It is fruitful use of your time.
- It results in a consensus and causes action.
- It glorifies God, the very first of the original thinkers!

Crazy Ideas that Worked

For your inspiration, here's a list of off-beat ideas that worked. See if you can guess the answers (at page bottom).

- A Philadelphia school teacher in the early 1900s was concerned about her students using and reusing the cloth towels that she believed passed along cold germs. She began cutting her extra paper into small disposable squares for them to use. A fledgling company refined her idea and began to produce what is now a common household item. What is it?

- This creative bird has a wingspan too unwieldy to take off from the ground. So some have found the solution: they build their nests on cliffs so they can simply tumble into the air. What is the bird's name?
- A curious researcher experimenting with a polymer-based substance came up with a strange adhesive that would stick and restick pieces of paper together without leaving a residue. A fellow worker used some in the choir one Sunday to stick his bookmark securely in place in his hymnal. A new office product now available nationwide was born. What is it?

Answers to Crazy Ideas That Worked: paper towels, the albatross, Post-it notes by 3M Company

Practical Application

Here are a few start-up exercises to get you loosened up and into the creative mode for brainstorming.

- Congress has just passed a law making it illegal for women to carry purses. Brainstorm at least fifteen ways to carry everything your purse holds.
- This morning the whole world woke to the startling discovery that all cats have lost their tails. In three minutes come up with as many reasons as you can why the poor kitties need their tails back.
- Take two minutes and make a list of things that grow. (For example, love, debts, bread dough, a mother-to-be.)

Now that you have a feel for how brainstorming works, choose one thing you would like to brainstorm about at your next leadership team meeting.

Keys for Resolving Conflict

Loving Enough to Speak Up

Dear C: Am I ever sorry what I said hurt you, but in another way I'm not sorry. I mean, I was really sorry, because I hate to make you cry even for a minute. But now I can see what a difference it made, how it helped you turn around and grow and not lose out. Boy, does that ever make taking the risk worthwhile to me! God knew your tears wouldn't be destructive ones, but that they'd put you on the road to higher things. I'm so very thankful...Love, P.

Recognize those words? They're a very loose paraphrase of Paul's tender words to the church in Corinth (2 Cor. 7:8-10). They're healing words, a joyful follow-up to a previous letter of correction. As a leader have you ever felt this way? Yes, something has to be said to so and so, and that situation needs to be addressed, but, ugggh!, how I wish I wasn't the one to do it!

Before you book your flight to eastern Mongolia, just remind yourself that conflict is familiar and usually frightening to most of us. It comes in all shapes and sizes, and it comes to the best relationships, the best leadership teams. It can be everything from an awkward silence to a raised eyebrow to a full-blown "draw your six-shooter" showdown. From differing opinions on what should be done to opposing viewpoints on what "God said" to classic personality clashes, **looming conflict only grows worse when it's brushed aside or ignored.**

Hidden in every conflict is a golden opportunity to grow. Strange as it seems, problems can become a doorway to mature leadership. You will cross the threshold *only* if you're willing to accept the privilege and responsibility of really caring about others. God could have designed us to be self-contained (Hey, you live your life and I'll live mine), but instead He called us to be mutually accountable to each other (Gal. 6:1). Even the most spiritual one among us has a crooked halo.

- We all need human help to walk what we talk, backing up our ministry with the witness of our lives.
- We all need an objective eye outside ourselves, someone to sound a warning when we're tempted to compromise the truth or get sidetracked from our faith.
- We all need someone who loves us enough to hold up a truthful mirror before us so we can see and be set free.

We don't need a second Holy Spirit in our lives, but we deeply need accepting and honest friends who are willing to speak the truth and challenge us in our walk with God.

Confronting with Positive Results

How can you confront someone in a way that benefits rather than damages, builds up rather than tears down? Here are some general principles to guide you when love calls for you to speak up.

- **Conflict can be a healthy sign of life.**

If you're like most people, when you smell conflict coming you may automatically think, "Oh, no. What went wrong? We're in big trouble here. I guess our team isn't in unity (sigh)." Well, it "ain't necessarily so." All good relationships contain a certain element of conflict. Relationships that are held in polite, safe check with no room for differences also have little room to grow. Think of it this way: An artificial fern will never drop dead leaves, never leak mud from its pot, never drip water from its fronds. It is never any trouble. It is very clean (unless you count the dust it collects) very pretty, (until its color begins to fade), and very fake. If your board is real, alive, and growing, your imperfections will show. On occasion, things will get a little messy around the edges. But that's okay.

Unity starts with having such a heart commitment to genuine relationship with God and with each other that it moves you to risk for the sake of love. You dare to step outside your comfort zone to honestly face and work through differences and knotty problems when they arise. You may not do it perfectly, but that's all right. It's your heart attitude that God is after. Unity grows when you're each committed to speak honestly, to listen lovingly, to confront when necessary, to go through the fear, pain, or anger of a situation for the peace and genuine understanding on the other side.

One innovative praise leader took the liberty of switching the words of "Bind Us Together" to "Grind us together, Lord, grind us together!) While you don't want to go looking for conflict, when it finds you - and it inevitably will - something wonderful can happen. When your team is willing, the very places that grind can become the ties that bind you together in deeper love.

- **Let your motive be love.**

Before confronting someone, always pray and double-check *your* motive. Why do you want to speak to this person? Are you retaliating for being wounded or having your own ego hurt? Do you enjoy pointing out other people's mistakes? Or is your concern really to have an honest relationship with them and to help them grow? Don't get introspectively hung up on this point. Our hearts are complex and probably no one's motive is 100 percent pure. It's precisely because we do all have our blind spots and areas of weakness that we need to help each other by courageously speaking up.

Trust the Holy Spirit to help you feel it inside if your plan to speak up is really just a way to lash out. If so, cancel your plan. But don't automatically sabotage your potential to help other believers by thinking, "Well, I'm not perfect either. Who am I to correct somebody else?" Who you are is a fellow imperfect, stumbling pilgrim and that's the attitude you should have as you come to them. This means, too, that you fully recognize that one day the tables may be turned. You may be the one who needs to be gently put back on course, and you should be open to them returning the favor. A good rule of thumb is to come to them in just the same way you would want to be approached (the old Golden Rule revisited).

- **Speak to the person promptly.**

In most cases, the myth that you can ride off into the sunset and let a problem untangle itself is exactly that, a myth. Kind of like the hope that dinner will fix itself or that your ten extra pounds will wander off and get lost somewhere. Not too likely. Speak to the person face to face. Do not try to settle conflict by email or letter.

Having made the decision to deal with the situation, be sensitive to time. If the situation has impacted you personally, don't rush in to confront when you're deep in the throes of your own emotions. Give yourself some time to pray things through with the Lord, make choices to forgive, and regain your perspective so your motive can really be love. On the other hand, don't be so hesitant about approaching the other person that no time ever seems like a good time. Taking the first step is usually the hardest. But the fear of what might happen—They might hate me, I might really crush them, I might do it all wrong, etc.—is usually ten times worse than what really does happen. Ask the Lord to give you courage and wisdom. Then go ahead and take the plunge, make the call, say the word.

- **Speak to the person privately.**

Always start off by making a confidential, one-on-one effort to resolve things. "If your brother sins against you, go and tell him his fault, between you and him alone" (Matt. 18:15). Be optimistic about succeeding. This may just be a misunderstanding or an easily solved case of garbled communication.

Contact the other person yourself; don't allow someone to be a messenger between you. If the issue seems complicated enough that you need a one-on-one meeting, don't trick or manipulate the person into it ("How about getting together for lunch and just to talk?"). Be direct and upfront, even if you're scared. ("There are some concerns I have that I think we need to talk about. Could we get together?") Come prepared to really listen. Don't bring supporting troops with you.

- **Remember that your goal isn't to change the other person or to force them to hear you.**

Naturally you want the other person to see your viewpoint and to respond by changing their attitude or behavior. Otherwise, you probably wouldn't have taken the plunge and talked with them. Right? But even if you locked the two of you in a closet and swallowed the key, you still couldn't make the other person listen (they could always hum loudly to themselves), and you sure couldn't make them change. So you're setting yourself up for failure and disappointment if you adopt those goals. Here are better goals for you: to trust and obey God, to communicate from your heart as clearly as you can, to listen with an open mind, and to leave their responsibility for choices and change in their court.

- **Be truthful and specific.**

One of the most selfless things you can do is be lovingly truthful. Yes, the one you're confronting will feel the sting today, but tomorrow it might spare the frustration of traveling

around the same mountain for the umpteenth time ("Now how did I get into this mess again?"). When you have specific information or insight that could help free or benefit someone else, be willing to share it with them. Don't ignore, withhold or conceal it, and don't be vague. That doesn't mean you're obligated to reveal every little thing you think and feel. It just means that what you do say needs to be honest and specific.

For example, rather than saying to your worship leader, "Janet, I've heard some women saying they're not really enjoying worship anymore (hint, hint)" you could say, "Janet, I noticed that we did all new songs at our last Aglow meeting and many weren't singing along. Did you notice that? What do you think we should do about it?" Pinpoint and address the exact troubling behavior, mistake or issue. Offer more than your opinions and feelings, give specifics.

- **Stick to the issues; don't attack the person.**

A person and their behavior are two different things. You're speaking up about their outward behavior because you're committed to the inner person. You want to lovingly communicate, not assassinate character. For example, say you're dealing with someone who has a knack for sticking the pin of her negative comments into everyone's balloon. Rather than saying, "Tracy, I sense you have a critical spirit or an attitude problem," give several examples of times when you've seen her critical behavior. Then ask, "Can you help me understand why you've responded like that?" Bring specific information, not accusations or hearsay. Then stay focused on the specific issues. If the conversation begins to drift into vagueness, bring it back on track.

Be aware that some people automatically feel attacked and condemned when confronted. It really helps if you can assure them that you accept, respect and value them as a person (if you really do). If you really don't, saying it won't make it true. So make sure your heart is right before talking with them.

- **Don't expect to be comfortable.**

Because we humans are naturally inclined to do whatever is easiest and most comfortable, correction is the gift few people want to give or receive. And because most of us have had little practice in loving correction and few role models, we usually gulp and fear the worst. ("I'm going to get blown away!") We really need the Holy Spirit to help us focus on the best. If we're willing, God can use us to help benefit, restore, and heal each other!

But sometimes, no matter how hard you try, the one you speak to will be embarrassed, hurt, or offended. They may close off communication or even shut the door on the relationship or friendship, at least temporarily. Ouch! That really hurts. But love dictates that those choices must be theirs to make. Your part is to love God enough to be willing to take that risk of being misunderstood or rejected and to stay open to relationship with them. One thing you can do to help heal their hurt is to say simply, "I'm really sorry I hurt you. I know I'm not coming across perfectly. Please forgive me." You're not sorry for having talked with them,

you're not going to just drop the issue at hand, but you are sincerely sorry that they're in pain.

- **Be a good listener.**

Don't assume that you have the panoramic picture of all the facts. Come in thinking, "I don't have all the answers on this and neither do they. Maybe together we can come to an understanding and an agreement." Listen sincerely and without interrupting. When they stop, it's helpful to ask, "Is that all?" or "Is there anything else?" so they know you're not just eager to dive in with your own comments. Adding things like, "What I think I hear you say is..." also helps the other person know you're listening. Being an attentive listener will usually earn you the right to be heard when it's your turn to speak.

- **Don't panic if feelings surface.**

Maybe the person you talk with will fire back explanations or excuses. Their selective hearing may keep them from hearing what you're really trying to say. They may cry, withdraw, or be angry. Don't panic. Just remember that the whole spectrum of feelings—from sad to mad—isn't bad. Feelings are just feelings, flashing lights to help identify what's happening inside. They're amoral: neither bad nor good. (If you feel anger, you're not automatically a "bad or unspiritual" person. You're simply human.) What you ultimately do with feelings, how you deal with them is the important thing. So if the other person expresses feelings, respect them and allow them to feel what they feel without judging them. But always bring them back to the issue(s) at hand, even if it needs to be at another time.

- **If your one-on-one talk doesn't bring a response, involve one or two other team members.**

"But if he does not listen, take one or two others along with you, that every word may be confirmed by the evidence of two or three witnesses" (Matt. 18:16). Have you ever watched kids yell, "Pig pile!" and all jump on top of someone? That's not the idea here. Your goal isn't to outnumber the other person or to rush in with emergency reinforcements. Your motive is still love and restoration, not shooing them hurriedly out of office. Don't give up too quickly on achieving understanding. Hopefully, the additional one or two people will be able to hear things you're missing and also to confirm and to clarify what you're saying. For example, "Mary, I can hear what Julie is saying. Maybe it would help to think about it like this..."

One of the team members you take with you this time should be your president, if she's not the one being confronted. Also, it's a good idea to jot down notes during this discussion. This can be a big help in focusing on the issues, clarifying what is said, and bringing things to a conclusion.

- **If the one being confronted is open and responsive to correction, wipe the slate clean.**

Be eager to start afresh, letting bygones be bygones. We all blow it sometimes. So don't hold the other person at arm's length for having failed or consider the problem a permanent blot on their reputation as a leader. ("Well, I love her and accept her, but I'll sure never trust her

again!) If they show a willingness and desire to make things right, and then follow through with changed behavior or attitudes, joyfully close the book on the problem. Praise the Lord for the things you all learned through the situation, and move on together.

- **If the conflict involves a member of your team, it is helpful to take notes, keeping them on file should you need to address a situation or behavior that continues to persist.** This does not mean you do not give the person a new beginning.
- **If the meeting with one or two other team members is unsuccessful get further help, following the Matthew 18 principle.**

Responses That Promote Openness

When working through a disagreement or conflict, emotions can soar. One simple step you can take to help increase openness and decrease tension during these discussions is to be aware of the words or phrases you use. It's easy to unknowingly use terms that "wave a red flag" and stir others to bristle with defensiveness. Here are some red flag words followed by better choices to help you promote real communication and understanding.

Red Flag: "God said to me..." or "the Lord revealed to me..."

A Better Choice: "What I sensed or felt the Lord was saying to me..."

God does speak to us and often very specifically, but no one hears Him perfectly 100 percent of the time. Is it possible that there is more than one way to view this situation? Using "God said" immediately creates a standoff, closes any further discussion and locks you into a no-win situation. After all, if you heard God 100 percent perfectly and they have a different view, whom did they hear? "God said" can be a really tempting way to avoid the risk, inconvenience and energy it takes to listen with an open heart and to work things through.

Red Flag: "You always ...or you never..."

A Better Choice: Give some specific examples.

It's bad enough for a person to feel they've fallen short, but this implies they've failed 100 percent of the time. Generalities like "always" and "never" are sweeping accusations that lower the boom and create instant defensiveness and even hostility. Instead, explain by illustrating or giving specific examples. For example, rather than saying, "Brenda, you never seem to take your position seriously anymore," you could say, "Brenda, you've missed two leadership team meetings recently and the last three Church~Aglow meetings. Help me know what's going on inside. What's the problem?"

Red Flag: "I sense that you have a spirit of control, manipulations, etc."

A Better Choice: "Can you see that when you did that you were trying to control?"

It's easy as Christians to quickly imply that a fellow believer has a problem with a spirit or demon. Sometimes this can be a catch-all conclusion you resort to because you don't have any other explanation for their behavior or attitude. It's true that the enemy is always at work against us, but

in most cases, the person you're confronting probably doesn't have a demon or spirit. They have what we all have sometimes: poor behavior, selfish attitudes, and sinful motives. You need to point out their specific troubling behavior or mistakes. Give concrete examples, and explore the possible reasons behind the behavior. Otherwise, the person you're trying to help probably will react defensively and may go home feeling condemned or thinking fearfully, "Oh, no! I'm demonized!"

Red Flag: "It just seems like..."

A Better Choice: Again, give concrete examples.

Vagueness is unfair and leaves the one you're confronting boxing shadows with no way to respond or explain.

Red Flag: "You made me feel..."

A Better Choice: "When you did that, I felt..."

Take responsibility for your own feelings. Your feelings come from you. Although another person may stir certain feelings to surface within you, no one can force you to feel a given way.

Red Flag: "Just look at the facts..." or "I don't agree..." or "That's not right..."

A Better Choice: "I'm not putting the facts together in quite the same way you are..." or "I see it a little differently..." or "I have another point of view..."

Red Flag: "How could you even say/do that...?"

A Better Choice: "I feel really sad/hurt/angered by what you said."

The hidden message in "How could you..." is "I can't believe you'd be cruel enough/low enough/dishonest enough to say/do that. What kind of a person are you?" This can come across in a condemning, self-righteous way. It's a lot better to express how you were affected by what was said or done.

Red Flag: "You're not making any sense..."

A Better Choice: "Can you give me an example of what you're saying...?" or "Help me follow/understand what you're saying..." or "What I think I hear you saying is..."

Encourage them to explain further or recap their point of view as you heard it. This can clarify things and also let them know you're really listening.

Red Flag: "Don't get all upset...settle down..."

A Better Choice: "I can see you're feeling really angry right now..."

Acknowledge and respect their feelings. Some people can't identify their emotions. And even if they can, it's healing and validating to have someone else recognize them too.

Red Flag: "The only solution is..."

A Better Choice: "How would you respond to doing this...?" or "How would you like to resolve this...?" or "What do you see as the options here...?"

There may be more than one answer to the situation. No one person can see all the angles. Asking for their insight communicates caring and respect.

The Power of Connecting

Alone and friendless, Moses entered the wilderness of Midian a wanted man, a death sentence on his head for slaying the Egyptian taskmaster. Soon he found himself pulled into a local drama: The seven daughters of the priest of Midian came to draw water and fill the troughs to water their father's flock. Some unruly shepherds came and drove them off, but Moses came to their aid and watered their flock. When Jethro, their father, heard about this kind act, he invited Moses to join them for dinner. We all know the rest of the story.

Like Moses, your small gestures of kindness will greatly impact those around you. Taking time to call just to say "hi," helping them through a difficult time, or simply being hospitable has an enormous impact on their sense of being connected.

*Remember
the Small
Gestures*

As communication becomes ever more electronic, tangible gestures of human warmth takes on even greater significance. If your co-laborers get 30 emails and 10 voice mails a day, all pouring information into their already overloaded mind, consider the impact it will have if you send them a handwritten note or take the time for a face-to-face conversation with them.

The CEO of a popular hotel and resort made his hotel rooms even more appealing by providing higher quality pillows for his guests. That's one thing everyone remembers – the way the pillow felt when they laid their head on it. For a few dollars more per pillow he made a hotel great.

When Abraham had guests in the desert, he washed their feet for them and slaughtered his best lamb to serve them dinner. Moses watered the flock of seven young women who were strangers to him. As a contemporary leader, you have it easy. No feet to wash, no flocks to water. And yet, every small gesture, each personal interaction and face-to-face encounter you initiate at your gatherings will be like washing their feet or giving them a high quality pillow to lay their head on.

Whether you are a speaker or a facilitator at a team meeting, the principle is the same. You have to relate to people as individuals. Throughout your talk or meeting, initiate ways for others to respond. Focus on connecting through eye contact. Ask direct questions to specific individuals. Describe shared experiences or relate with anecdotes. Create opportunities for others to be drawn into your conversation. When you get a response from one person you are, in a sense, speaking personally to each one.

You are the KEY. The little things you do to connect will contribute to others' loyalty and support of what you are doing.

Please distribute this handout to your leaders and take time to discuss these questions in your next team meeting.

Leadership Questions:

- When was the last time you connected with a Lighthouse guest between gatherings?
- What can you do to make a memorable experience at your gatherings?
- Will you determine to have "Face Time" with someone this week?

A Ministry on the Move

Over the past year several different ministry leaders have declared "Aglow is not just a woman's organization—it is a present-day **movement** that God is using to fulfill His earthly plan." But what is a "movement"?

An organization is a group of any size arranged to accomplish a particular purpose. But a *movement* is a large, diverse group of people **exhibiting motion** in a **single and easily identifiable direction**.

When the disciples received the Holy Spirit at Pentecost, a massive wave of God's power hit the earth. People were overwhelmed as God poured His Spirit out on all flesh. Miracles, mass repentance, and conversions followed the preaching of the Gospel with holy intensity. Civil and religious authorities tried to control it, but the movement crashed into history and transformed the world. Neither civil nor religious authority could stop the later movements of the Reformation, the Great Awakenings in the United States, the Evangelical revival in England and the Pentecostal and charismatic movements in the 20th century. Each time, the Lord deepened and intensified His relationship with His Bride, and the church moved closer to bringing the Kingdom of God into the earth.

A movement begins with a vision inspired by God that is incubated in the heart of man. But like a snowball rolling down the side of a snow-capped mountain, it gains momentum, strength and size until it seems to move under its own fierce power. Mobilized by the hand of God, a movement takes on new dimensions of revelation, passion, authority and limitless possibilities.

The Holy Spirit is crashing into history again with the emergence of an apostolic **movement** within the Body of Christ, and the army of Aglow is summoned along with others in the Body of Christ to mobilize God's plan. Just as the Kingdom of God is first and foremost an issue of the heart, our ability to sense the intensity of this movement increases as we open our hearts to accept a deeper and more intimate revelation from Him.

As leaders of this apostolic movement, these four commitments will keep the momentum moving us forward:

- Be **receptive** to what God is doing today through Aglow. It comes from deep within the Father's heart. We have an extraordinary call deposited into the hearts of ordinary people, just as it was with the original apostles. (See Eph. 4: 11; Gal. 1:1, Heb. 3:1) Because Jesus' disciples were receptive to His apostolic calling, they were able to continue His legacy by training others and passing the apostolic mantle to others.
- Be **passionate** about what God is doing through Aglow. Have Aglow's mission so alive in your belly that it spills over others. Be a strong voice that speaks the global vision of Aglow, and ignite spiritual passion in your leaders through your own excitement and godly expectations.
- Be **committed** to what God is doing through Aglow. Use your time, talents and spiritual gifts effectively to fulfill His plan. The accelerated move of God requires us to prioritize and keep a strong focus.
- Be **sensitive** to the call of Aglow. Each warrior must hear His orders if we are going to move forward. We must let God's Word direct our paths and those in authority guide us.

Please distribute this handout to your leaders and take time to discuss these questions in your next team meeting.

Leadership Questions:

- Are you and your leaders able to articulate the Aglow mission with passion and excitement?
- Do your leaders understand and feel they are a part of this powerful apostolic movement? How?
- Are your leaders imparting this passion and commitment to others? How can you assist them?

A Ministry on the Move - Part 2

In 2008 at the U.S. Conference in Washington, DC, speaker, Graham Cooke spoke these words, "The Holy Spirit has been, and I believe, still is, brooding over this movement. There is a new move of the Spirit that has been coming into Aglow steadily for the past few years...At that time; you could see that there was an acceleration upon you and a continuous move of the Spirit in your midst."

Keeping momentum is an essential part of any movement and in order to keep it you must know what it looks like:

- 1) It is single minded- The leader must provide focus and vision.
- 2) It is unwavering in the pursuit of a goal – The leader must display fortitude.
- 3) It is passion that knows no limits – The leader must possess fervency.
- 4) It is boundless energy –The leader is filled with faith and expectation.

5) It is a sense of destiny – The leader points her leaders to a bright future.

The enemy's strategy is to cause any God movement to lose momentum because he understands the power of momentum.

But, what do you do when God sends a messenger with a word that says, "in this next season that you are entering, expect a little *tohu bohu* (confusion). What worked in the past and you rode the momentum of, won't work where you are going. In fact, don't even bother to pray about the functionality of ministry, instead, worship and allow your relationship with Me to be upgraded."

God has promised to be with us always and to never leave us. So while we are learning to be Mary in a Martha world, we can be confident that He will keep the momentum going, even causing an increase in the anointing upon the ministry.

Please distribute this handout to your leaders and take time to discuss these questions in your next team meeting.

Leadership Questions:

- How can your team maintain the level of care needed in overseeing your area while setting aside time to take your relationship with God to a new level?
- How can you give permission to each other and to Lighthouse teams to not do "business as usual", yet still exude the goodness of God in outreach meetings?
- Describe what you think it looks like to be a Mary in a Martha world. How would this affect how your team conducts business?

Praying at the Site of a Mosque

TO LOCATE A MOSQUE IN YOUR AREA, go to www.islamicfinder.com and type in the Zip Code.

A mosque is the center of Islamic prayer and activity. Muslims are commanded to pray five times a day—and much of this prayer goes forth from the Muslim men in the mosque. The prayer is always the same, based upon tradition and custom, not upon a relationship. Because the women are not given equal rights, they normally do not pray at the mosque, and if they do, they are in a different location than the men.

To a Christian, the mosque is not a holy place, but rather a place where “another gospel” is preached. How then, as Christians, do we effectively pray at the site of a mosque?

The Word of God tells us in Galatians 1:8 that if what is being preached is “another gospel” than the gospel of Christ, the place is already “under a curse.” As believers we do not curse; rather we are to speak the goodness of God over the people. It is the goodness of God that will lead them to repentance (Rom. 2:4).

Suggestions for Prayer

- Make certain your heart is cleansed before the Lord. Ask God for His heart of mercy, love, and compassion for the people and seek Him for particular scriptures to pray.
- When going near a mosque to intercede, come boldly to the Throne of Grace on behalf of the people of Islam. Go with Christians who recognize they “are seated in heavenly places in Christ Jesus” and who know they have the protection of the Lord through His blood. In other words, go with believers who are confident in their spiritual authority! Unless there is specific purpose in entering the mosque, it is recommended that your prayer take place on the outside. Because a mosque is a male-dominated place, pray in an inconspicuous manner and do not walk around the grounds. You will be very effective even when praying from your vehicle.
- Worship the Lord! Declare and pray the powerful Word of God and proclaim His Lordship! Ask for His strategy in prayer for the people. Pray and sing softly in the Spirit. Ask Him to invade the place with His Holy Spirit. Pray that the Muslims who enter will have dreams and visions of the Lord Jesus Christ.
- Our warfare is not in the flesh; rather it is “mighty through God to the pulling down of strongholds”
 - » (II Cor. 10:3-5). One former Muslim stated that the strongholds over the minds of many Muslims include fear, control, hatred, revenge, lying, deceit, lust, death, etc. We have the authority to bind these strongholds over their minds in the Name of Jesus. The effective way to take down a stronghold is to batter it with the Word of God.
Remember that saturating prayer will bring down a spiritual stronghold. Each prayer is a reminder that no matter how strong and tall a tree may be, small raindrops of saturating rain can eventually bring it down!

- **PRAY POSITIVE PRAYERS.** Do not pray against the darkness in the heavenlies or “pull down enemy strongholds” in the heavenlies. Our God-given authority is over the strongholds in the minds of the people. The effect of our prayer is for the people to come out of the darkness of the enemy into the truth of Christ, and this can occur when prayer allows the light of God to come into their minds.
 - » *Note: A word picture will help us see the difference between Islam and the Muslim people. Islam is like a prison and the Muslims are being held captive in that prison. One part in spiritual warfare is to pray that the prison bars of Islam will be bent or broken so that many Muslims will be released from the captivity of spiritual bondage and blindness—released and set free to hear and believe the gospel of Jesus Christ. Then we ask the Holy Spirit to draw them into an understanding of salvation and redemption through His blood.*

Specific Prayers

Ask God to break down the stronghold and the influence of the following:

- The power of the Qur’an (Koran) over the lives and thinking of Muslims.
- The (negative) power of the prayers that Muslims pray five times a day.
- The power of Ramadan month (the month of fasting).
- The power of Muslim mosques and Muslim preaching that is against the Word of God.
- The power of Mecca, specifically the pilgrimage (*hajj*).
- The power that Arab/Muslim culture has over the people.
- The power of the world media, who create an opportunity for the distortions of Islam to spread Global and deceive many.
- The power of Muhammad’s name, personality and way of life over Muslims.
- The historical stronghold of hatred in Muslims’ hearts toward Jews and Israel.
- Pray that God will expose the “hidden things” in the mosque (including terrorism and those with terrorist ties) that are destructive to Christians, to communities, or to the gospel of Christ.
- The Word of God tells us explicitly that we *overcome evil with good*. We are to speak the heart of God for the Muslim people. Declare His truth, His love, His mercy, and His forgiveness over their lives.
- Realizing that it is God’s heart for all men to be saved, pray that the blindness will be removed and the light and truth of the gospel will be revealed. Ask the Lord to open the eyes of their hearts to the truth of the gospel. Pray that many will come to the saving knowledge of Christ and be released from the bondage of Islam. Ask Him to reveal and release their redemptive gifts!
- Many Muslims go to the mosques out of obligation and yet are truly searching for God. They do not know the peace of God and the forgiveness of their sins, and they do not have a

relationship with our Lord. Their religion is based upon works, not upon grace. They will never in this life be certain that they will go to heaven. Pray that God will reveal these things to them and give them a hunger to have a true relationship with Him!

- Ask God to send across the path of the Muslim people laborers who will have great wisdom and sensitivity, godly examples who will present the truth of Christ in a loving manner.
- Often Muslims who come to Christ pay a heavy price: they lose their former community and often their relationship with their family. Pray that the Holy Spirit will help them become established in the Word of God, make strong friendships with Christians, be “adopted” by the body of Christ, and be bound to the plan and purpose of God for their lives.

Prayer For Christians

- Ask the Lord to reveal to the Body of Christ and their leaders His heart of love for the Muslim people.
- Pray the “church” will become informed about Islam and pray diligently for the salvation of Muslims.
 - » Ask God to raise up Christ-like workers who will reach out and minister to Muslims.
 - » Ask Him for “divine encounters” with Muslim people and a release of the supernatural power of God.
- Pray for the protection of the “Christian soldiers” who are now working on the front lines of Islam, bringing to the Muslim people the light and truth of the gospel of Christ.

Send us an e-mail report of your time of prayer!

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Part 7

Area Team Forms

Affiliation Application for Area Leadership Teams

Area Leadership Team Minutes*

Area Officer Review Committee /Suggested Review Questions

Affiliation Application for Aglow Lighthouse Ministry Leadership Teams

Area Officer Review Form

Area Annual Financial Report

Area Officer Self-Evaluation Form

Area Annual Ministry Action Plan

Area Tithe/Donation Form

Area Annual Ministry Update

Cumulative Lighthouse Report

Area Leadership Team Change of Information Form

Suggested Letter for Approved Lighthouse Leadership Questionnaires

*Suggested use only

Forms shared by Lighthouse and Area Teams are in [The Lighthouse Leader's Digest](#).

To make sure you're using the most current forms, please go to our web site (www.aglow.org), log into My Aglow, and access Leader's Resources – USA. Many of the forms can be downloaded and filled in on a computer.



Aglow International
PO Box 1749
Edmonds, WA 98020 USA

Phone 425.775.7282

Aglow Website: www.aglow.org

MyAglow: www.myaglow.org/