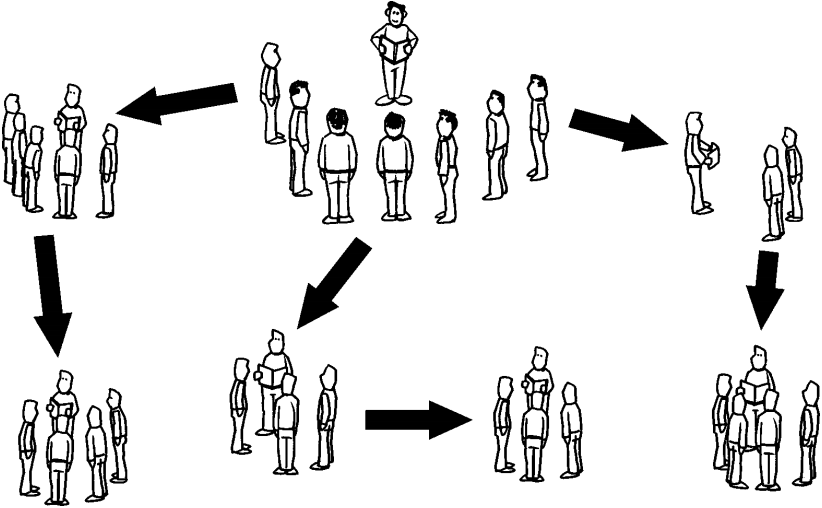
TRAIN & MULTIPLY® COACHING   
for continual church reproduction

A 12-module, introductory workshop on biblical coaching for CPMs.  
  
January 2014



## Module

     1 T&M coaches follow biblical mandates, models and methods 1

     2 T&M coaches reproduce believers, disciples, churches and labourers 3

     3 T&M coaches help labourers find and enter households of peace 5

     4 T&M coaches send labourers to proclaim the good news and to baptise 7

     5 T&M coaches empower labourers to obey the commandments of Jesus 9

     6 T&M coaches instruct labourers to plant cells and churches 11

     7 T&M coaches guide labourers to reproduce cells and churches 13

     8 T&M coaches supervise several generations of leaders 15

     9 T&M coaches appoint and coach qualified church elders 17

     10 T&M coaches train labourers who go to other communities and regions 19

     11 T&M coaches track outcomes and make reports 21

     12 T&M coaches produce and manage training materials 23

# Introduction to the workshop

### Purpose

This workshop seeks to strengthen the way in which more-experienced church planters and shepherds serve as coaches to less-experienced church planters and shepherds. Every church-planting or disciple-making movement can keep adding new generations of churches and leaders, only as one generation coaches another generation.

### Duration

The material and activities from this manual may be presented as an intensive three-day workshop, or in a course over several days or weeks. Before presenting each module, presenters should read or review the T&M material mentioned near the start of the module. First morning and afternoon sessions may start with a brief time of singing or worship. Each module typically last about an hour and a half.

### Objectives

*Training objective*: Create understanding of coaching concepts through interactive methods.

*Learning objective*: Lay plans to implement coaching of labourers.

*Outcome objective:* Coach labourers whose churches reproduce continually.

### Participants

Invite to this workshop ministry and church leaders who seek to multiply cells and churches. This manual calls them participantsor learners. You may employ different words as you choose.

*Presenter*: Those who lead the workshop sessions and who summarise discussions.

*Learner*: Anyone who attends workshop sessions to learn concepts and to participate in activities.

### Venue

The place where learners gather for this workshop should make it easy for participants to move quickly into small groups, and to return as one big group, several times during each module. Respect participants’ preference for chairs or for floor mats.

### Vocabulary

*Labourer*. Anyone who starts or leads cells or churches, whom learners will coach on-the-job.

*Coach*. Anyone who guides others (a) to set goals, (b) to make plans, (c) to learn new skills, (d) to take steps to implement that plan, and (e) to report on outcomes. Coaches are sometimes called ‘mentors’.

*Trainee*. A labourer whom someone coaches and who is enrolled in an extension training course.

### Activities

*Skit*. Presenters and volunteers present a brief drama that describes problems. Choose volunteers in advance of a session, telling them ideas that they will say in their own words. Lead skits in a relaxed and humorous manner. Skits require no props or costumes.

*Ask*. Presenters formulate queries to which learners may reply.

*Discover*. Learners form small groups in which they read together ‘key verses’. After about six minutes, one person in each groups summarises his group’s replies to the query. Each one says only one reply until after every group has reported one reply. Afterwards, they may make their other replies.

*Summarise*. The presenter says again the best ideas learned from the discovery groups. The presenter to these ideas other important ideas.

*Apply*. Learns take about half an hour to pray, discuss and lay plans to implement coaching.

# Module 1 **T&M coaches follow biblical mandates, models and methods**

*Training objective:* Discover together Jesus’ and his apostles’ coaching methods

*Learning objective*: Learners pray and commit to implement biblical coaching patterns

*Outcome objective:* Labourers coach others to increase church reproduction

Read beforehand T&M study 35, *Authority of the Bible*

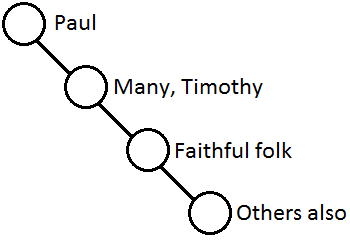
Key scriptures: Luke 9.1-6, Acts 20.20, 2 Timothy 2.1-2

**Skit.** Introduce Reverend Boss who wants his church to grow big. Rev. Boss stands and issues orders to his church members, telling them to go win souls for Jesus, and to bring them to his church for baptism and to listen to his sermons. Next, invite everyone to query Rev. Boss. One member asks, ‘Could you help us learn how to win souls?’ Another, ‘Many reside too far away; how can they go to church?’

**Ask.** What could Reverend Boss do to help labourers become more successful in serving Jesus? What could Reverend Boss do to help labourers start many new churches for new believers? (Approve of all good replies.)

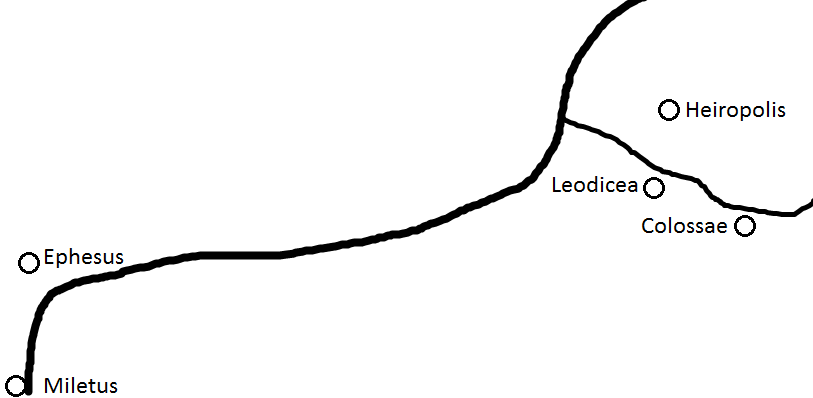
**Discover.** Have everyone divide into tiny groups and read together the key scriptures. Have them answer this query: ***In what ways did Jesus and his apostles coach new leaders?*** After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Summarise.** (1) Jesus called a few, gave them authority, and sent them to do all that he himself did. (2) They did their ministry work in unbelievers’ homes. (3) Paul coached leaders in public and in homes. (4) He shared with them anything that they needed. (5) Paul and Timothy coached faithful labourers. (6) They coached in a way that others could do the same. (7) They coached three or more generations of new labourers.

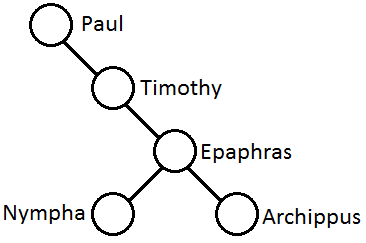


**Simulate.** Have everyone divide into four groups. Name the groups Ephesus, Colossae, Laodicea and Hierapolis. Name Paul and Timothy in the Ephesus group; and name Epaphras in the Colossae group. Move these person between groups, recounting the story of the Epistle to the Colossians. While Paul is in Prison, Epaphras comes to Ephesus, gets baptised, and then returns to Colossae. He starts a church and names Archippus as shepherd. From thence, the same happens with Nympha at Laodicea, and at Hierapolis where no shepherd has yet been named.

**Ask.** “What lessons can you draw from this true story?” (Approve of all good replies.)



**Summarise.** (1) Epaphras was a ‘man of peace’ who started a church in his city. (2) Paul served as a coach to Timothy, Timothy to Epaphras, Epaphras to Archippus, and Archippus to Nympha. (3) The Holy Spirit manifested his gifts in every new church. (4) Paul wrote this Epistle as a kind of coaching material that went to all those churches. (5) We all can multiply labourers and churches by coaching several generations of labourers. (6) Our coaching materials should deal with essential doctrines and urgent needs of churches. (7) The coaching method and church-planting model in Colossians remain for us, today.



**Apply.** Have learners do the following:

(1) Divide into tiny groups or two or three.

(2) Read together Matthew 18:18-20.

(3) Pray for each other, that the Lord will do through them as he did through the apostles.

(4) Ask God to multiply believers, disciples, labourers and churches.

(5) Ask the Holy Spirit for a gift to coach others.

(6) Time permitting, read together T&M booklet #24, *Pastoral Training and You.*

(7) Supply each participant with the T&M coaching brochures *Introduction* and #1.

# Module 2 **T&M coaches reproduce believers, disciples, churches and labourers**

*Training objective:* Participants discover together biblical patterns of reproduction

*Learning objective:* Learners pray and commit to continual reproduction

*Outcome objective:* Labourers reproduce disciples, churches and labourers

Read beforehand T&M study: 24, *Pastoral Coaching and You.*

Key scriptures: Luke 10.1-2, Acts 19.7-10, Colossians 1.4-7

**Skit.** Introduce Pastor Abbah and Pastor Babbah. Both men work very hard to take care of their churches.

Abbah: I am pastor of my main church near my home, and I am pastor of twenty other churches in distant villages. I am so busy pastoring, that I have no time to take care of my garden. I need more money.

Babbah: I too am pastor of a main church, and I lead 30 cell groups around my city. I am so busy leading cell groups, that I can do nothing more. I need more time.

**Ask.** “What could Pastor Abbah do differently, so that he would have time to support himself?” And, “What could Pastor Babbah do differently, so that he would have time to do everything?”

**Discover.** Have everyone divide into tiny groups and read together the key scriptures. Have them answer this query: **In what ways did Jesus and the apostles get things done through other labourers?** After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Summarise.** (1) Jesus sent many others to do the same kind of work that he himself did.

(2) Paul started his work through a small number of disciples.

(3) He kept on coaching more and more disciples who carried the Word of God throughout an entire province.

(4) Paul left Ephesus in charge of Timothy who commissioned Epaphras to start a new church in Colossae.

|  |  |
| --- | --- |
| **Abbah** | **Babbah** |

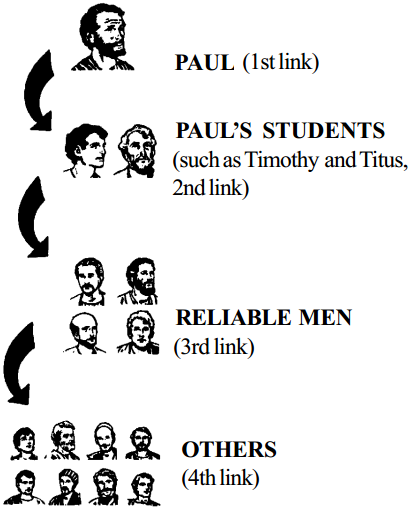
**Show.** Draw or show the diagram of Pastor Abbah with his churches and cells. Explain that Pastor Abbah tries to serve as the only pastor for all those places. Have someone count the number of churches and cells. (18) Ask, “How much free time does Pastor Abbah enjoy?” Next, draw or show the diagram of Pastor Babbah with his churches and cells. Explain that Pastor Babbah coaches four local labourers who lead churches and help others to do the same. Have someone count the number of churches and cells. (18) Ask, “How much free time does Pastor Babbah enjoy?”

**Simulate.** Explain that you started a cell group in another person’s home, and that you coach the head of the house who coming to see you. Say, “Here he comes, now.” Another person comes and sits beside you. Explain greeting and ask, “What does your cell group need?” He replies, “Several other families have put their trust in Jesus, and they want to have cell groups in their homes, too. So you must come and lead them, and you must coach new leaders.” Reply, “But I am too busy; I cannot do so.”

**Ask.** “How can new cell groups start without my help?” “Who could coach leaders in distant cell groups?” (Approve of all good replies.)

**Continue.** Explain to the cell leader that you will coach him in how to coach other folk to lead new cell groups. Say that you will enrol him in an extension coaching course; that you will meet with him as often as he needs, and you will coach him in all that he needs to coach others in turn.

**Explain.** The apostles used to coach only a few new leaders at a time. However, each of those would begin doing the same with others, as soon as others proved faithful to follow their instructions. These coaching “chains” are described in 2 Timothy 2:2.



**Apply.** Have everyone do the following:

(1) Divide into tiny groups or two or three.

(2) Pray, asking the Lord of the Harvest to raise up new labourers whom each one will coach.

(3) Write the names of individuals whom they could coach to win others to faith and start new churches with them. Pray for each name, asking God to make them mature and fruitful.

(4) Pray that the Lord would win many souls through them, and start many new cells and churches.

(5) Tell each other about those individuals, and pray for each other’s list of names.

(6) Fix dates on which you will contact others whom you could coach.

(7) Supply each participant with the T&M coaching brochure #2.

# Module 3 **T&M coaches help labourers find and enter households of peace**

*Training objective:* Discover together how the apostles started churches in homes.

*Learning objective:* Learners lay plans to evangelize households and start cells.

*Outcome objective:* Labourers enter households, tell the gospel and start cells.

Read beforehand T&M study 37, *Church Planting Guide*, 12, *The House Church*

Key scriptures: Luke 10.5-7, Acts 10.21-27, 1 Corinthians 16.15-16

**Skit.** Have two volunteers leave the room. Have everyone else agree not to speak to them when they return, except one or two who will receive them warmly. Have the two return to the room and go round the room seeking “persons of peace” by greeting each one.

**Ask.** “Who are the persons of peace?” (Those who returned a greeting to the two seekers.) Explain that most new churches start in the homes, shops or fields of such persons.

**Discover.** Have everyone divide into tiny groups and read together the key scriptures. Have them answer this query: “In what ways did the apostles find ‘persons of peace’? After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Summarise.** (1) It was Jesus who commanded labourers to enter into homes.

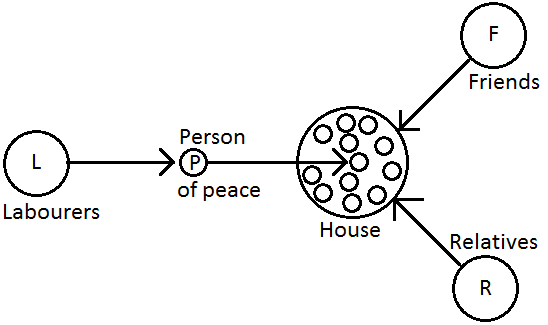
(2) Labourers would meet spiritual needs and tell share the Good News, in homes.

(3) It was households that paid their own expenses.

(4) Persons of peace would invite friends and relatives to their homes, to hear the Good News. (5) Labourers would seek to lead entire households to put their trust in Jesus.

(6) Labourers would baptise households together.

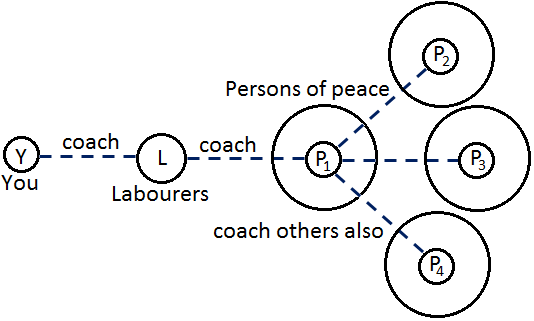
(7) Believing households became little churches and would make disciples.



**Simulate.** Invite everyone to form groups or four or five. Have them read or recite Matthew 18:18-20. Explain that this promise allow even two or three to form a kind of church. Have each group’s member pray for a minute, inviting Jesus to come into their midst. Explain that the apostles would appoint shepherds in every town amongst the churches; then have each group choose a willing person to serve as its shepherd. Appoint these as temporary elders, and pray for them to be able to lead their little church. Explain that these churches will do more together, later.

**Ask.** “For what reasons could we say that these are real little churches?”  
“In what ways are these little churches not yet mature?”

**Summarise.** (1) Most new churches start in homes. (2) Sometimes labourers seek persons of peace; other times persons of peace come seeking labourers. (3) It is persons of peace who invite friends and relatives to come learn the Good News. (4) New churches may have very few baptised believers. (5) The first shepherds in new churches may have no previous coaching. (6) Someone must start coaching leaders in new churches. (7) It remains more important to start a church in a community, than to evangelize everyone in that community.



**Apply.** Have everyone do the following:

(1) Divide into tiny groups or two or three, or stay in their little churches.

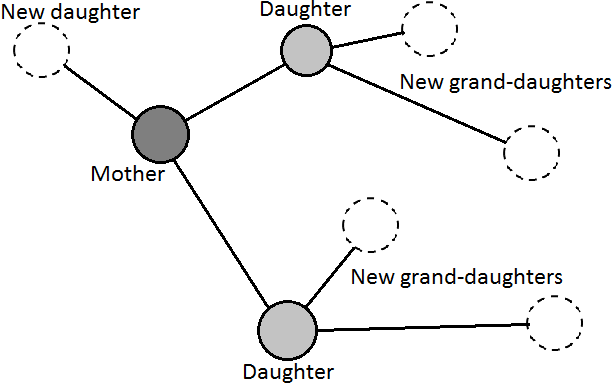
(2) Pray together, asking the Lord where he would like to start new churches.  
(3) Draw a simple map showing where their existing churches and cells are located.

(4) Draw on that map towns, neighbourhoods and even house of peace in which they will seek to start new churches.

(5) Intercede for those places, asking the Lord to raise up persons of peace.

(6) Pray to the Lord of the Harvest to send forth labourers to find those persons of peace.

(7)Supply each participant with the T&M coaching brochure #3.



# Module 4 **T&M coaches send labourers to proclaim the good news and to baptise**

*Training objective:* Discover together the apostolic good news and evangelistic methods.

*Learning objective:* Learners lay plans to empower labourers to evangelise and to baptise

*Outcome objective:* Labourers proclaim the good news and to baptise, continually

Read beforehand T&M studies 2, *The Best News*; 1, *Baptizing New Believers*

Key scriptures: Luke 24.44-49, Acts 2.36-41, Romans 6.3-5

**Skit.** Introduce three evangelists, Abbah, Babbah and Cabbah, who will describe their message and their method.

Abbah: I explain to folk the great doctrines of our faith: the Trinity, Atonement and Predestination. I then ask them to raise their hand if they agree with my teaching.

Babbah: I promise everyone that if they will accept Jesus as their personal Saviour, then God will heal their bodies, deliver them from the devil, and increase their finances.

Cabbah: I send out labourers who tell strangers about Jesus. Those who want to be saved must come to my chapel where I will baptise them by the authority that I have as a clergyman.

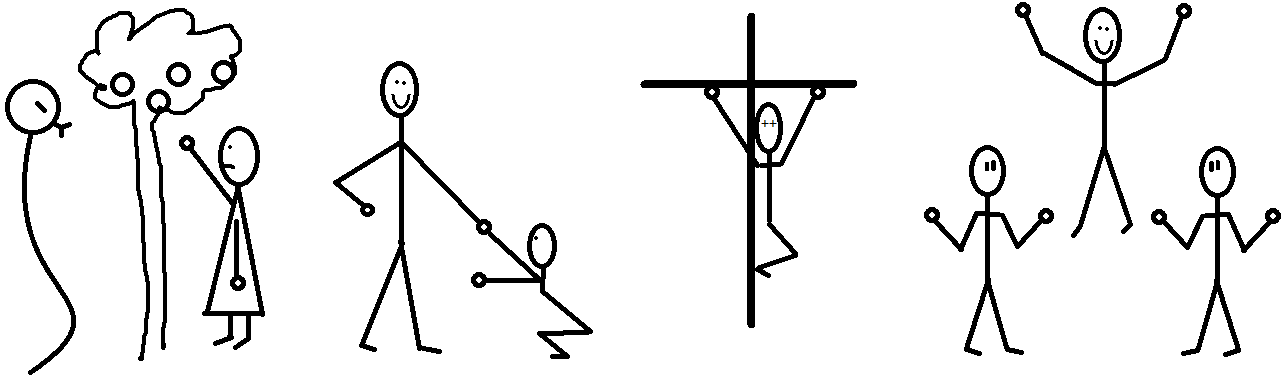
**Ask.** As each evangelist has spoken, have the learners critique his message and his method.

**Discover.** Have everyone meet in their little churches and read together the key scriptures. Have them answer this query: “What was the apostles’ message, and what was their method?” After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Summarise.** (1) The original Good News message was the story about Jesus who came as the prophets had promised, was put to death because of human sins, was raised back to life and appeared to witnesses, who has ascended into heaven as Lord, who promises to forgive those who trust in him, and who gives humans eternal life.

(2) Those who proclaim the Good News are to baptise those who repent or turn from unbelief to trust in Jesus. (3) Jesus himself commanded us believers both to proclaim the Good News and to baptise new believers.

**Simulate.** Provide each learner with one of the following: an Evangecube, a set of T&M #2, or a set of gospel pictures. Have them practice the following: (a) tell briefly their personal testimony, (b) proclaim the Good News, and (c) invite folk to repent (leave their unbelief and trust in Jesus) and be baptised.

  
Humans disobeyed God and all die. Jesus came and raised dead folk to life. Jesus died for our sins when men crucified him. God raised Jesus back to life, and Jesus has gone into heaven. God forgives the sins of all who trust in Jesus, and gives them eternal life. Jesus will someday come back and will raise his believers back to life.

**Ask.** “With whom will you share the Good News this week?”   
“Whom will you empower to share the Good News this week?”

**Simulate.** Choose a volunteer, and demonstrate a baptism that conforms to your church’s tradition. You may do so without water. Have the volunteer do the same by baptising you. Have all the learners baptise someone and be baptised by someone.

**Skit.** Introduce Reverend Boss who comes to see Mister (or Miss) Faithful whose cell groups have baptised some folk in secret.

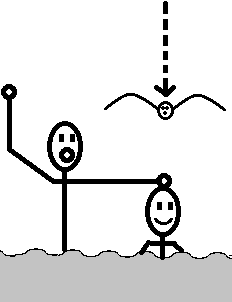
Boss: Mister Faithful, the denominational council is happy that your labourers have been leading to faith some folk from another ethnic background. However, we have heard that they sometimes baptise in secret. Please remember that baptism is public declaration of faith.

Faithful: But if we baptised them in public, then religious leaders would persecute them. In fact, they killed some of those whom we baptised in public last year.

Ask. “What is the biblical purpose of baptism?”

**Discover.** Have everyone meet in their little churches and read together Acts 2:28-41 and 1 Peter 3.21-22. Have them answer this query: “What was the biblical purpose of baptism?” After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Summarise.** (1) The apostles baptised folk to confirm that they had repented. (2) Those whom they baptised immediately became members of the church. (3) Baptism itself does not save anyone, yet it shows that they are asking God to cleanse their conscience by the power of Jesus Christ.



**Ask.** Who are ready to be baptised this week? Whom will you empower to go baptise them?

**Summarise.** (1) Jesus sent out workers to heal, to proclaim good news, and to baptise. (2) It was the apostles’ practice to proclaim the Good News story that Jesus had commanded. (3) They normally did so in homes. (4) The apostles would baptise folk as soon as practical after they had repented. (5) We believers are to do the same. (6) We believers are to empower others to do the same.

**Apply.** Have everyone meet in their little churches and do the following.

(1) Lay hands and pray for each other that they will lead others to trust in Jesus.

(2) Pray for those whom each one coaches to do the same.

(3) Lay a plan to hold evangelism coaching for all churches and cells that they supervise.

(4) Lay a plan to teach how to evangelise, for those who proclaim the good news.

(5) Supply each participant with the T&M coaching brochure #4.

# Module 5 **T&M coaches empower labourers to obey the commandments of Jesus**

*Training objective:* Discover together basic commandments of Jesus

*Learning objective:* Learners lay plans to teach others to obey Jesus’ commandments.

*Outcome objective:* Labourers and churches implement Jesus’ commandments, freely.

Read beforehand T&M study: 7 *Following the Lord*

Key scriptures: John 14.15-15, 15.14-17, Acts 5.32, Hebrews 5.7-10

**Skit.** Introduce Mister or Miss Humble who has come to see Reverend Boss about Humble’s cell group.

*Humble.* Rev. Boss, another family has trusted Jesus, and we wanted to ask about baptism for them.

Boss. Bring them to my chapel where I shall baptise them properly in an official baptismal tank.

*Humble.* We also wanted to ask about how to study the Bible in our cell.

Boss. That would pose a danger of false doctrine. Better, come listen to my sermons.

*Humble.* We would also like to start celebrating the Lord’s Supper.

Boss. No one in your cell has authority to serve the sacraments, so you must come to my chapel.

*Humble.* Well, is it alright for us to meet together and pray?

Boss. Ignorant folk insult the Most High God when they pray wrongly, so only a leader should pray.

*Humble.* So, then, is there anything we can do together in our cell group?

Boss. Actually, cell groups can cause division in the real church. Better, just attend my chapel services.

**Ask.** After each exchange between Humble and Boss, have the learners reply aloud to Boss.

**Discover.** Have everyone meet in their little church and read together the key scriptures. Have them answer this query: “What is the importance of empowering others to obey Jesus’ commandments?” After about six minutes, have each groups report on what it discovered. Approve of all good replies.

**Summarise.**

(1) Jesus himself said that those who love him obey his commandments.

(2) God gives the Holy Spirit to those who obey him.

(3) Jesus himself learned obedience during his life on earth.

(4) God answers the prayers of those who obey Jesus’ commandments.

(5) It is those who obey Jesus that he saves.

(6) When we coach others to obey Jesus’ commandments, they become spiritually powerful.

**Discover.** Have everyone meet in their little church and read together **Acts 2:37-47**. Have them answer this query: “In what ways did the first church obey Jesus’ commandments?” After about six minutes, have each groups report on what it discovered. Approve of all good replies.

**Summarise.** Explain that there are 21 commandments of Jesus that the first church was obeying. Draw up a list of commandments from Acts 2 that new churches should implement. For examples, Love God and each other, Witness, Repent, Baptise, Learn the Word of God, Pray in Jesus’ name, Break bread, Pray together, Give to meet needs.

**Simulate.** Learn together a list of Jesus’ basic commandments. Learn to say them with hand motions. If possible, learn together to sing the same.

**Ask.** “Which of these commandments to your churches or cells need to learn to obey better?” Invite everyone to reply, and affirm all good answers.

**Summarise.**

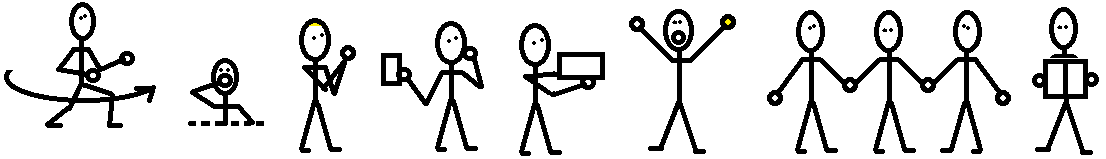
(1) The apostles taught new believers to obey Jesus’ commandments, from the start.

(2) Coaches’ main task is to strengthen others to obey Jesus commandments, helping them to teach others to do the same.

(3) Base your coaching work on commandments of Jesus that you help new leaders implement in new cells and churches.

(4) No church is fully planted until it has become obedient to Jesus’ commandments.

(5) No church, no clergy, no denomination has greater authority than Jesus, so empower others to obey Jesus before every human tradition.



**Simulate.** Take the shepherds aside from their little churches, and show them a simple way in which to celebrate the Lord’s Table by passing the cup and the bread between them. Send them back to their churches with bread and a cup to do the same with all the learners. (It may prove easiest to have each little church dip the bread into a common cup.)

**Ask.** “Was this an authentic communion?” “Did you sense the Lord’s Presence in your midst?”

**Apply.** Have everyone meet in their little churches and do the following.

(1) Pray with each other for your churches and cells, that God give them grace to become obedient to the basic commandments of Jesus.

(2) Think about each church and cell that they oversee, and identify which commandments that those gathering need to start obeying or to obey better.

(3) Lay plans to help each gathering obey regularly the basic commandments of Jesus.

(4) Lay plans to coach all leaders in how to lead their churches and cells in obedience to Jesus commandments.

(5) Supply each participant with the T&M coaching brochure #5.

# Module 6 **T&M coaches instruct labourers to plant cells and churches**

*Training objective:* Discover together apostolic church planting methods

*Learning objective:* Learners lay plans to plant new, interactive cells and churches

*Outcome objective:* Labourers plant new, interactive cells and churches

Read beforehand T&M study: 21, *Start new churches*

Key scriptures: Matthew 9:37-38, Acts 13:1-3, Colossians 4:12-17

**Skit.** Introduce three ministry leaders, Reverends Abbah, Babbah, Cabbah and Dabbah.

Abbah: We had an evangelism team visit our region a month ago. Although scores of folk raised their hand to receive Christ, none of them has come into our churches. I do not know what to do.

Babbah: Many of our church members and attenders have moved house to nearby towns to work. Most of those no longer attend services in our chapels. I do not know what to do.

Cabbah. Other ethnic groups have settled in our region, but most of them do not like our language and culture, so they do not attend our churches. I do not know what to do.

Dabbah: We know that many thousands of folk in our region have not heard the gospel. The task remains too great for our little churches. I do not know what to do.

**Ask.** After each leader has spoken, invite all the learners to give them some advice: “What could this leader have done in order that all believers remain in churches?” (Approve of all good replies, especially those that recommend the starting of new churches.)

**Discover.** Have everyone meet in their little church and read together the key verses. Have them answer this query: “In what ways did Jesus and his apostles find new church planters?” After about six minutes, have someone in each group report on their discoveries. Approve of all good replies.

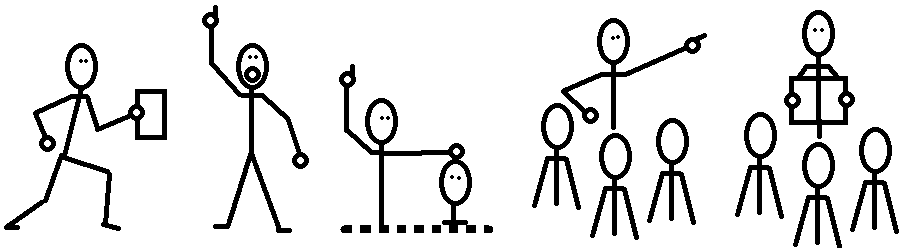
**Summarise.**

(1) Jesus commanded leaders to pray to the Lord to send out labourers.

(2) In every church, there are those to whom God will give a desire to start churches.

(3) It was churches that commissioned labourers, not missions.

(4) It was church leaders who coached new leaders and church planters.



**Stimulate.** Present maps, charts and statistics on the following, or talk about the following.

(1) The need to plant new churches in the learners’ regions.

(2) The need to plant new churches in nearby regions.

(3) The current rate of population growth and the current rate of church planting.

(4) Social, legal, financial and religious trends that require more new churches.

(5) The annual rate of bible school graduates and their potential to plant new churches.

**Ask.** “Who could plant the new churches that your region requires?” (Approve of all good replies.)

**Simulate.** Introduce three individuals who meet as a local church council.

Leader. “We must hurry with our agenda, for we have many matters to decide, this evening.”

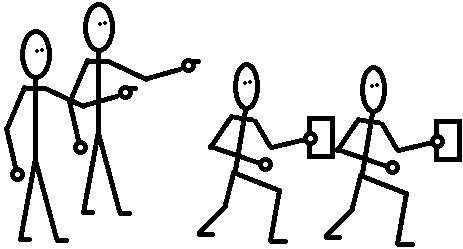
*Member*. “Before that, can we talk about the need to start a church amongst the immigrants?”

Deacon. “Let missionaries start churches. We should take care of our own church.”

*Member*. “Could we commission someone from our church to go start a new church?”

Deacon. “Well, maybe we could hire my nephew. He is unemployed and needs a job.”

**Ask.** “Whom should the church council commission to start a new church?” (Members who have a vision to do so.)



**Skit.** Introduce Reverend Boss who has come to see Mister (or Miss) Faithful.

Boss: Mister Faithful, the denominational council is glad that you and your labourers have been forming new, ahem!, groups of believers. However, we want to remind you of the requirements to become a church: (1) ten tithe-paying attenders, (2) a chapel, (3) a bible school-trained pastor, and (4) a certificate from the denominational headquarters office.

*Faithful*: With all respect for the denomination, Reverend Boss, we have to keep starting many, uh…, groups, in order to make disciples of many new believers. We cannot wait to build chapels and send men away to bible school.

**Ask.** “What are the biblical requirements to become a church?” (Approve of all good replies. Let learners discuss any replies that they do not agree with.)

**Summarise.** To become a church, two or more individuals must(1) trust in the Lord Jesus Christ, (2) be baptised, (3) start learning together to obey the commandments of Jesus, especially to celebrate the Lord’s Supper.

**Explain.** Your denomination may make a distinction between cell groups and congregations. Cell groups are little churches that may be part of a bigger church.

**Apply.** Have everyone meet in their little churches and do the following.

(1) Pray together for each one’s region, that the Lord will raise up labourers to start churches.

(2) Tell each other the names of church members whom you would like to commission and coach.

(3) Take the map you drew earlier, and write on it the name of individuals who could start the new churches that you prayed for.

(4) Lay a plan to discuss your plans with your co-workers.

(5) Lay a plan to start coaching those individuals, should they prove willing.

(6) Supply each participant with the T&M coaching brochure #6.

# Module 7 **T&M coaches guide labourers to reproduce cells and churches**

*Training objective:* Discover together biblical models of church reproduction

*Learning objective:* Learners lay plans to help cell and church labourers plant new ones

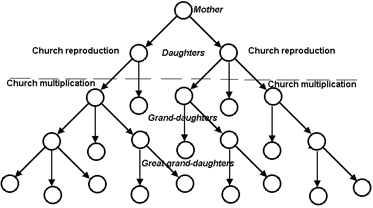
*Outcome objective:* Existing cells and churches commission labourers to plant new ones

Read beforehand T&M studies 37, *Church Planting Guide*; 50, *Let’s Plant Daughter Churches*

Key scriptures: Matthew 16.15-19, Acts 14.21-23, Colossians 4:11-18

**Skit.** Introduce the clan patriarch who sits on a chair. Patriarch call his three sons who come bow before him. He announces that he has arranged their marriages and sends them to bring their brides. When they return with wives, he dismisses the sons and assigns domestic tasks for the wives in his own house.

**Ask.** “How quickly will the clan grow and reproduce?” (Approve of all good replies.) “In what way are some church leaders like this patriarch?” (Approve of all good replies.) “What must the patriarch allow his sons to do, so that the clan will grow and reproduce?” (Approve of all good replies.) “What must church leaders do, so that their church can grow and reproduce?” (Approve of all good replies.)



**Discover.** Have everyone meet in their little churches and read together the key scriptures. Have them answer this query: “In what ways did the apostles help churches reproduce?” After about six minutes, have someone in each group report on their discoveries. Approve of all good replies.

**Summarise.**

(1) Jesus wants his church to grow.

(2) The apostles started many new churches, everywhere they would go.

(3) Mother churches send labourers to start daughter churches.

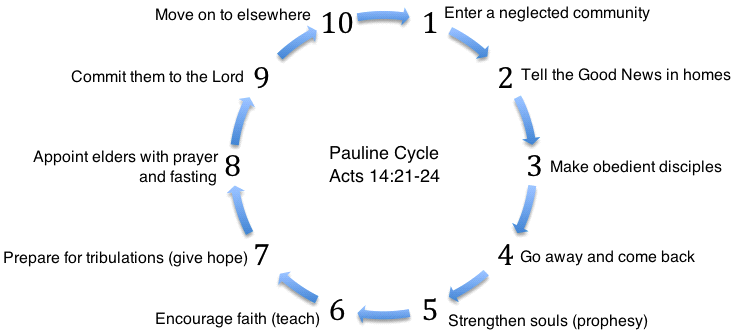
(4) New churches make disciples and raise up new leaders.

(5) Leaders coach new leaders in every new church.

(6) Those whom they coach do the same with others to a third generation.

(7) Leaders of new churches coach labourers who start new cells and churches.

**Simulate.** Present the “Pauline Cycle.” Explain how the learners can employ the cycle as a guide to help others start new churches. Remind learners that some steps of the cycle can occur at the same time. Have a few volunteers explain how far they have come in their new cells or church plants.



**Ask.** “What should labourers do at each step of the cycle?” (Discuss each step of the cycle, approving of all good replies.)

**Summarise.** Coach labourers as they plan with believers to implement these steps in their own work.

(1) Pray for the Lord to open homes for the good news. T&M #5

(2) Enter homes, share the good news and baptise those who repent. T&M #2, #32

(3) Make disciples of seekers and new believers. T&M #7, #30

(4) Make several visits as needed. T&M #37

(5) Teach bible discovery methods for families and groups. T&M #14, #44

(6) Teach the great doctrines of the faith. T&M #42

(7) Deal with opposition and with ‘wolves.’ T&M #16, #57, #62

(8) Appoint provisional shepherds or qualified elders. T&M #24, #28

**Apply.** Have everyone meet in their little churches and do the following.

(1) Pray together for each one’s cells and churches to reproduce.

(2) Name families, places and communities that need new churches now.

(3) Draw circles on your maps, where you believe God wants new churches to start.

(4) Draw a line from an existing church that could send labourers to start each new church.

(5) Write the name of a leader whom you will coach to lead a team to start each church.

(6) Draw lines between leaders and labourers whom leaders will coach.

(7) Supply each participant with the T&M coaching brochure #7.

# Module 8 **T&M coaches supervise several generations of leaders**

*Training objective:* Discover together biblical patterns of generational leadership

*Learning objective:* Learners lay plans to supervise several generations of leaders

*Outcome objective:* Leaders reproduce and supervise generations of new labourers

Read beforehand the introductory pages of the T&M *Student Activity Guide*

Key scriptures: Luke 22.31-32, Acts 20.4-6, 2 Timothy 2.1-2

**Skit.** Introduce Reverend Abbah and Reverend Babbah. They converse about the danger of multiplying new leaders.  
Abbah. You know, Babbah, if we allowed leaders to multiply, then they would surely start teaching false doctrine. But God commands us to keep our doctrine pure.

*Babbah.* You’re right, Abbah. Furthermore, if we allowed new leaders to multiply, then they might rebel against us and cause division. But God commands us to maintain unity.

Abbah. Were that not enough, Babbah, if we allowed leaders to multiply, then we would lose control over their churches. But God commands us to rule with zeal.

*Babbah*. You are so right, Abbah. Likewise, if we allowed leaders to multiply, then there would not be enough finance, and our salaries would suffer. But God commands that we receive a double honour.

Abbah. Babbah, you have perfect understanding. Besides all of that, if we allowed leaders to multiply and start too many cell groups, then the civil authorities would arrest us. But God commands us to obey the civil authorities.

**Ask.** “What could these pastors do to avoid this danger while multiplying new leaders?” Pose this query after each pastor speaks, approving all good replies.

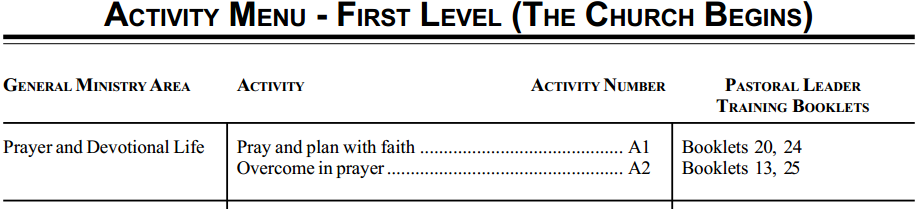
**Discover.** Have everyone meet in their little churches and read together the key scriptures. Have them answer this query: “In what ways did the apostles avoid those dangers while multiplying new leaders?” After about six minutes, have someone in each group report on their discoveries.

**Summarise.** (1) Jesus ordered his apostles to strengthen their co-workers. (2) The apostles also spent time with their co-workers, listening to them, planning with them, teaching them, empowering them to act, and praying for them. (3) They put co-workers in charge of starting churches and training new leaders in other regions. (4) They would extend their own influence to a third generation of new leaders, and often far beyond. (5) Most of their co-workers remain loyal to them. (6) In this way, they taught sound doctrine, maintained unity, retained control and increased finances. However, they could not avoid all persecution. (7) One of every leader’s duties is to coach new leaders.

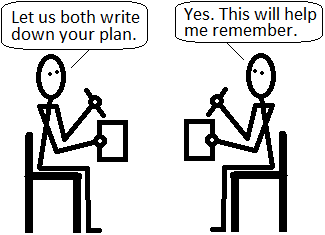
**Simulate.** Explain that you are a server in a restaurant (or a seller in a shop). Invite two persons to see the menu. Ask each one, “How many times have you come here before?” Hear the number of times, then tell each one that he must eat the next numbered item on the menu. Exclaim, “I know what is good for you.”

**Ask.** “I this the way that you get a meal in a restaurant?” Approve of all good replies. Explain that a coach must always listen first to a report on the urgent needs of cells and churches, before he teaches.

**Demonstrate.** Show the menu and the indices in the “Student Activity Guide.” Demonstrate how to consult these to find coaching advice and study materials.



**Simulate.** Introduce Mister (or Miss) Faithful. Explain that you coach Faithful, in the same way that your own pastor coaches you. Tell the learners to watch how you coach Faithful. Follow the steps listed in Summarise, below. Faithful reports on how he studied about baptism, and on how his church baptised several repentant folk. Now, he want to learn more about making disciples in new churches.



**Ask.** “What were the several coaching activities that Faithful and I did together?” As the learners reply, write the activities on a marking board.

**Summarise.** A typical coaching session might consist of the following activities. Coaches may implement these activities in any order.

(1) **Ask** the Lord for wisdom for the labourer in his cells and churches.

(2) **Listen** to the labourer report on cells and churches. Take careful notes on what he reports.

(3) **Plan** together the actions that the labourer will implement immediately in this cells and churches. You may consult a training menu. Both the coach and the labourer write down the plan.

(4) **Assign** scripture texts and study materials for the labourer to read at home.

(5) **Review** what the labourer has learnt from his previous reading assignment.

(6) **Practice** together any new skill or ministry activity that the labourer needs to learn.

(7) **Intercede** together for the labourer’s cells and churches, and for new labourers to volunteer.

**Apply.** Have all the learners sit with a partner and coach each other for about ten minutes. Discuss briefly what worked well and what seemed difficult.

**Apply.** Have everyone meet in their little churches and do the following.

(1) Pray for each other to become a competent coach.

(2) Ask the Lord of the Harvest to send out more labourers who will coach others also.

(3) Indicate on their maps who is coaching whom in every community, cell and church.

(4) Plan to present a workshop like this one all the labourers whom they supervise.  
Indicate dates, places and presenters.

(5) Supply each participant with the T&M coaching brochure #8.

# Module 9 **T&M coaches appoint and coach qualified church elders**

*Training objective:* Discover together biblical appointment and coaching of elders

*Learning objective:* Learners lay plans to appoint elders and to coach them

*Outcome objective:* Coached elders lead, develop and reproduce churches

Read beforehand T&M study 49, *Let’s Pastor*

Key scriptures: Mark 3.13-15, Acts 14.23-28, Titus 1.5-6

**Skit.** Introduce Mister (or Miss) Faithful and Reverend Boss. Faithful asks Boss for some advice.

Faithful: “Reverend Boss, I think God is calling me to become an elder like you. What must I do?”

*Boss*: “First, you must become a faithful tithe payer, and attend my chapel for five years. You must also seek higher education. After that, you will have to attend bible school for three years. Later, you will become my assistant without pay for at least two years. Finally, the denominational council might assign you to a village pastorate.”

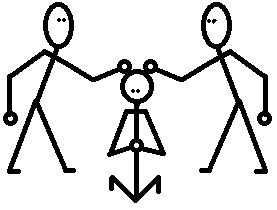
Faithful: “But, Sir, I have already started and led cell groups in my neighbourhood. Doesn’t that show that I am gifted for eldership?”

*Boss*: “Not quite. You must also learn to speak [language] and read a shelf full of theology books.”

Faithful: “I see.” (Faithful sadly turns and walks away.)

**Ask.** “How would you reply to Reverend Boss?” “What advice would you give to Mister Faithful?”

**Discover.** Have everyone meet in their little churches and read together the key scriptures. Have them answer this query. “How did Jesus and the apostles recognise and appoint new leaders?” After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)



**Summarise.**

(1) Jesus appointed men as apostles, then coached them for about two years.

(2) The apostles appointed elders in every church, in every community.

(3) They chose individuals for their good character and ability to teach others.

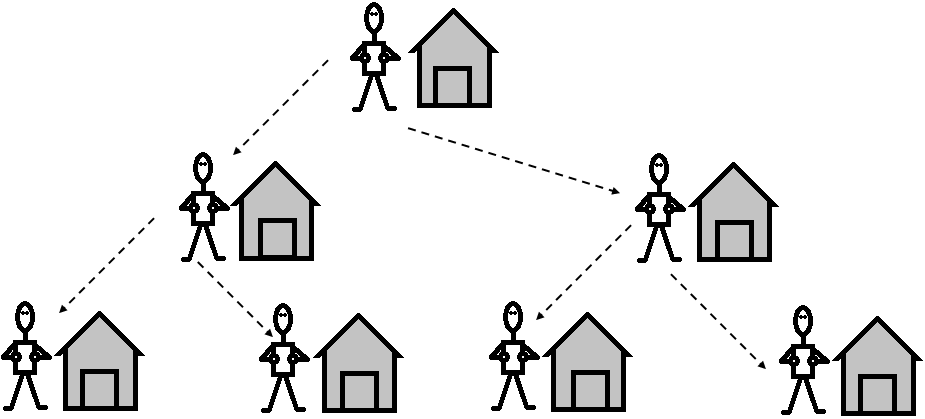
(4) Leaders were not sent away for education, nor did they come from far away.

**Discover.** Supposed that you are designing a biblical training program for new leaders. Have everyone meet in their little churches and read together **Acts 20:25-35**. Have them answer this query. “Who trained new leaders in apostolic churches?” And, “In what skills did they train them?” “Over what length of time?” After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Explain.** In natural reproduction, there must be both a masculine actor and a feminine actor. When one church help start another church, the older one becomes a ‘mother church’ and the new one a ‘daughter church’. This is the *feminine* side.

When Paul wrote to Timothy and to Titus, he called them “my dear son.” He did not count them to be his assistants, his students or his servants. He treated them like sons, as they provided pastoral leadership to new churches and help them reproduce. This is the *masculine* side.

When you make maps of new churches, include on your maps the names of local leaders, showing whom each one coaches.



**Summarise.**

(1) The apostles themselves led the training of new leaders.

(2) They taught them doctrine, the words of Jesus, how to care for churches, how to keep themselves pure, and how to deal with ‘wolves’.

(3) They coached new leaders, on the job, for about three years.

(4) Nobody had to pay for coaching.

(5) Local leaders coached other, in turn, on the job.

**Explain.** The Holy Spirit gives shepherds or pastoral leaders to churches. According to 1 John 2, gifted leaders must grow through three stages:

(3) *Fathers*. These are mature believers who reproduce themselves. Appoint these as elders who lead mature churches and coach others.

(2) *Youth*. These are maturing believers who can work as apprentice shepherds. Elders coach these while they lead cell groups.

(1) *Children*. These are immature believers who must learn to obey Jesus’ commandments. Watch these.

**Apply.** Have everyone meet in their little churches and do the following.  
(1) Pray for each one’s cells and churches, that the Lord raise up pastoral leaders.

(2) Pray for each other to set up chains of pastoral leaders who will coach others.

(3) Indicate on your maps which churches have appointed leaders.

(4) Lay a plan to appoint a temporary leader in every cell and church that has no elders.

(5) Lay a plan to have someone coach every new leaders.

(6) Lay a plan to make copies of T&M booklet #24 for each new leader.

(7) Lay a plan to ensure that every elder starts coaching new leaders in cells and new churches.

(8) Supply each participant with the T&M coaching brochure #9.

# Module 10 **T&M coaches train labourers who go to other communities and regions**

*Training objective:* Discover together the biblical mandate to make disciples of every community

*Learning objective:* Lay plans to coach and to send labourers to unreached communities

*Outcome objective:* Churches reproduce by making disciples in unreached communities

Read beforehand T&M study: 27 “Reach Every Nation”

Key scriptures: Acts 1:4-8, Acts 18.5-11, 2 timothy 4:11-12

**Skit.** Introduce Mister (or Miss) Stranger who comes to see Mister (or Miss) Faithful. Stranger comes from a different ethnic community.

Stranger. “Peace be upon you and your house!”

*Faithful*. “Oh, uh…, Hi. What can I do for you?”

Stranger. “In a dream, I saw the holy man, Jesus. He told me to come to your house. Please, come to my community and teach us how to follow Jesus.”

*Faithful*. “Could you come attend my chapel and passively listen to my sermons for a year or two?”

Stranger. “Our community does not speak your language, and our neighbours would harm us if they saw us go to your chapel.”

*Faithful*. “But I cannot leave my work and my family, to come to your place.”

**Ask.** “What could Mister Faithful do, in order to bring the good news to Mister Stranger’s community and get churches started amongst them?”

**Discover.** Have everyone meet in their little churches and read together the key scriptures. Have them answer this query. “How can the good news go from one ethnic community into another?” After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

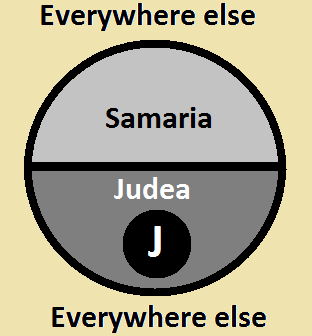
**Summarise.** (1) Jesus commanded to take the good news to every ethic community in the world. (2) Look for men and households, in other communities, that are seeking God.

(3) Send labourers who know or learn the culture and can stay some time.

(4) Let labourers enter into homes whose culture they respect.

(5) Start cells and churches that speak their language.

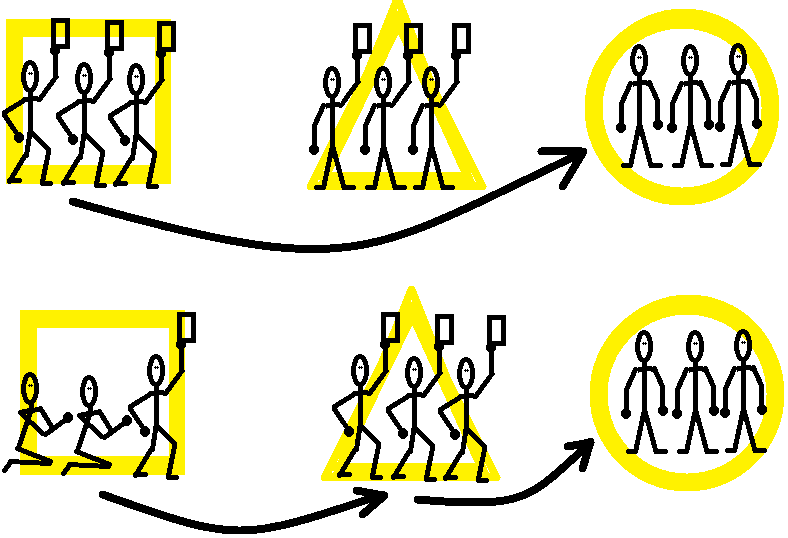
(6) Teach the Word of God, instead of your own customs.



**Simulate.** Form three groups of two or three folk Name these groups the Squares, the Triangles and the Circles. The Squares want to start new churches. The Triangles have many churches, and the Circles have none. The Squares go to the Circles, but the Circles reject them, saying, “Your language, culture and worship offend us. Go away!” So the Squares return home. The Triangles come to the Squares and say, “We share a language and culture with the Circles, but we lack training and resources to reach them.”

**Ask.** “What should the Squares do, in order to see new churches started amongst the Circles?” (The Squares should provide training, coaching and resources to help the Triangles start churches amongst the Circles.) “Whom will God reward for reaching the Circles?” (Both the Circles and the Triangles.)

**Summarise.** (1) The good news went first from Jerusalem to Judea which had the same culture, next to Samaria that had a similar culture, and finally to other regions. (2) Ministries reaching a different ethnic community, do well to coach labourers who have a culture and language similar to the new community’s. (3) Jesus was Jewish and coached Jewish apostles. Peter, a Jew, coached Jewish labourers, yet shared the good news with Cornelius who had learned Jewish culture. Paul was a Jew who had grown up in a Gentile culture, so he started churches amongst Gentiles. Paul mostly coached Gentiles labourers who started many churches in their own ethnic communities. (4) God wants every ethnic community to worship him through Christ in their own language, culture and worship forms.

  
*Above*: Squares go directly to Circles where they are not welcome.  
*Below*: Squares empower Triangles to go to circles where they are welcome.

**Ask.** “Which are some other ethnic communities near to your cells and churches, and they need more believers, disciples and churches?” “Who amongst your labourers share a language and have a culture similar to those ethnic communities’?”

**Apply.** Have everyone meet in their little churches and do the following.

(1) Pray for each other to have wisdom to start churches inside another ethnic community.

(2) Pray that the Lord will raise up labourers whom you can coach to start churches in that community.

(3) Show on our maps ethnic communities to which you want to send labourers to start new churches.

(4) Write on your maps the names of labourers who could reach into other ethnic communities.

(5) Lay a plan to contact labourers inside ethnic communities whom your labourers could coach.

(6) Lay a plan to present a workshop like this one for labourers inside unreached ethnic communities.

(7) Supply each participant with the T&M coaching brochure #10.

# Module 11 **T&M coaches track outcomes and make reports**

*Training objective:* Discover together apostolic tracking and reporting methods

*Learning objective:* Learners adapt and adopt tracking tools and methods

*Outcome objective:* Labourers at all levels track outcomes and make reports

Read beforehand T&M study: 52 “Let the Church Grow”

Key scriptures: Mark 6.12-13, 30, Acts 6.6-7, Romans 15.17-21

**Skit.** Introduce Reverend Boss who has come to see Mister (or Miss) Faithful. Boss seems to believe that Faithful has been breaking some denominational rules.

Boss: Mister Faithful, the denominational Ruling Council wants to know why your churches do not meet in proper chapels.

*Faithful:* Well, Reverend Boss, most of our churches are too little and too poor, and we see new ones start almost every week.

Boss: The council wants to know why you have not held evangelistic campaigns with real evangelists.

*Faithful:* Well,we train everyone to share his faith, and ordinary folk are bringing 1000s to Jesus.

Boss: The council wants to know why your church members do not pay tithes into the denominational budget.

*Faithful:* We make disciples by teaching everyone to obey Jesus’ commandments, and the disciples show their love by giving to meet each other’s urgent needs.

Boss: I am sorry to say that I must report to the counsel that you remain in violation of denominational rules.

*Faithful:* I am sorry to hear that, but we must obey our King Jesus before every other authority.

**Ask.** “Should Mister Faithful keep on doing as he does, or should he follow the denominational rules?”

**Discover.** Have everyone meet in their little churches and read together the key scriptures. Have them answer this query. “In what ways did Jesus and the apostles keep track of their ministry outcomes?” After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Summarise.** (1) Jesus would listen to his labourers report on their ministry outcomes. (2) The apostles would count baptisms, and they kept track of which ethnic groups that believed, in which towns and in which provinces. (3) They noted whether disciples and churches were adding members, increasing in size or multiplying. (4) The apostles planned to expand their ministries into regions where there were fewer believers and churches. (5) The apostles gave reports of their work to the churches that had sent them. (6) They could be proud only of what Christ had accomplished through them. (7) They measured their success by how others became obedient to Christ by word and by deed.

**Skit.** Introduce Mister (or Miss) Worrisome and Mister (or Miss) Faithful.

Worrisome: Faithful, I have a problem. My coach has begun demanding that I supply him reports on the outcomes of my work. I think he wants to use my numbers to get money for himself. The denomination will pay him for the work that I do.

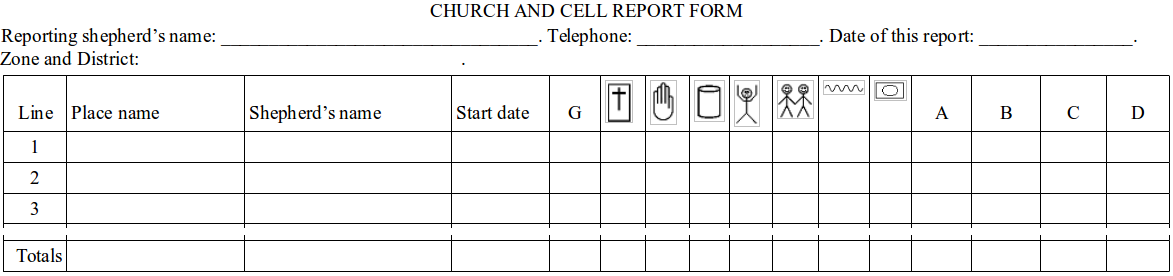
*Faithful:* My coach always asks me about how God has blessed me, and I tell him the ways in which God has been working through my ministry. When I tell him my numbers, we rejoice together and plan together how to multiply them even more.

Worrisome: Well, my coach wants me to fill in report forms with lots of different numbers, and I can never remember the numbers. Sometimes, he tells me that I have not been honest with him, and that makes me feel humiliated. I want to quit ministry work.

*Faithful:* My coach listens to me give my ministry reports, and he and I together draw maps of my ministry outcomes and fill in the numbers that I can remember. I enjoy seeing those maps, and they encourage me to stay in ministry work. Here, let me show you a copy of my map…

**Simulate.** Draw on a marking board a map of new cells and churches and of their shepherds, showing the kinds of activities that each new cell as started performing. Write in names, dates and numbers. Afterwards, show how to transfer information to a report form.



A = adult attenders, B = baptised believers, C = children & youth, D = died or departed, G = generation

**Ask.** “What kinds of information would help you and your co-workers make better ministry decisions?” “With whom should you share this kind of information?”

**Summarise.** (1) Coaches listen to labourers talk about the work, drawing maps that show new outcomes. (2) The look at the map together and make new ministry plans. (3) The labourer keeps a copy of the map. (4) Later, the coach transfers the information to a report form. (5) Coaches submit those report forms to the ministry office. (6) Ministry leaders analyse the forms and make ministry decisions. (7) Ministry leaders share their reports with coaches and with labourers. The also share some of the information with their ministry partners and with ministry sponsors.

**Apply.** Have everyone meet in their little churches and do the following.

(1) Pray with each other for God to increase the outcomes of their labourers’ ministry.

(2) Pray for better coaching in which labourers will feel glad to tell their reports and numbers.

(3) Draw up maps showing this year’s ministry outcomes, following the model show above.

(4) Lay a plan to introduce ministry outcome tracking throughout all their cells and churches.

(5) Decide who should receive reports and which information to put in reports.

(6) Plan to keep coaches supplied with report forms, and appoint someone to compile reports.

(7) Supply each participant with the T&M coaching brochure #11.

# Module 12 **T&M coaches produce and manage training materials**

*Training objective:* Discover together how to manage and distribute training materials

*Learning objective:* Pray and commit to employ training materials according to guidelines

*Outcome objective:* Coaches employ a training menu and choose appropriate materials

Read beforehand T&M study: SAG Activity A71, “Write New Pastoral Leader Training Booklets”

Key scriptures: Matthew 10.24-25, Acts 18.24-28, Colossians 4:15-18

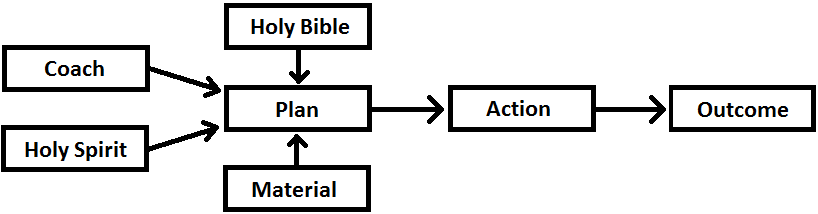
**Skit.** Introduce Mister Faithful who comes and sits with you so you can coach him. Greet each other, and pray briefly for wisdom.

Coach: “Well, Faithful, according to the plan we wrote down last time, you were going to enrol some local leaders in our extension training program. How did it go?”

*Faithful:* “Right. I have enrolled two brother who shepherd new churches and a sister who organises women’s prayer bands. However, I have no training materials to provide them, as you provide to me.”

Coach: “Let us review together the seven coaching steps that you and I follow together.” (Review the coaching process from Module 8.)

*Faithful:* “How can I obtain the training materials I need in order to help labourers follow their ministry plans?”



**Ask.** “Why are training materials important to help you coach new labourers?”

**Discover.** Have everyone meet in their little churches and read together the key scriptures. Have them answer this query. “What were some ways in which Jesus and the apostles coached leaders?” After about six minutes, have someone in each group report on their discoveries. (Approve of all good replies.)

**Summarise.**

(1) Coaches seek to make labourers as competent as they themselves.

(2) Just as Paul coached Aquila and Pricilla, they, in turn, coached Apollos.

(3) Apostles wrote New Testament epistles to serve as training material for shepherds of cells and churches.

(4) Good training materials teach sound doctrine, encourage leaders, promise help from the Holy Spirit, and provide guidelines for action.

**Skit.** (Continued.)

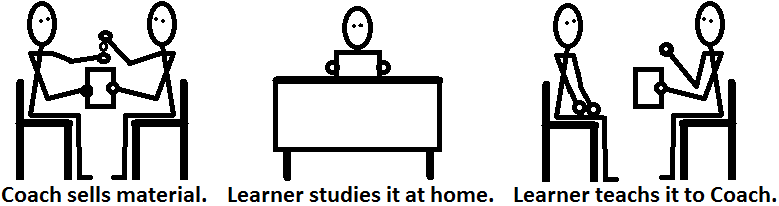
Coach: “Just as my coach supplied me with a set of materials and a training menu, so I have here a set of materials with a menu that I give to you.”

*Faithful:* “This is wonderful! But, after I pass on a study booklet to a labourer, how can I replace?”

Coach: “Let us review some guidelines on use of training materials.”

**Guidelines to employ materials**

1. Keep a set of original materials in a clean place.
2. Only employ these materials in coaching labourers who lead cells or churches.
3. Make a photocopies of original materials, and sell copies to a trainees at cost.
4. Never give away these materials to others who do not know how to coach labourers.
5. Never distribute these materials to church members; only sell them to trainees.
6. Sell a study to a labourer during a coaching session.
7. Choose from a menu a study that corresponds to a labourer’s ministry plan.
8. Keep a record of which materials you have sold to each labourer whom you coach.
9. Assign a study to a learner to read at home. Perhaps someone will have to read it to him.
10. Next time you meet, have a learner recount to you what he learned from the study.



**Skit.** (Continued.)

Faithful: “One of my trainees has asked for help. After listening and planning, I could not find materials that deal with his church’s need.”

Coach: “In this case, we must write our own new material.”

**Guidelines to write new materials**

(1) Listen carefully to what your trainees’ churches need urgently.

(2) Study to learn what the Holy Bible says about that need.

(3) Get good advice from more experienced leaders and labourers.

(4) Write up a study lesson only for a labourer whom you coach.

(5) Follow the model of other study booklets, with things to learn and things to do.

(6) Ask other coaches to help make the study booklet better.

(7) If this new study proves helpful to labourers, then share it with others also.

**Apply.** Have everyone meet in their little churches and do the following.

(1) Distribute a set of training materials and a menu to everyone who will coach others.

(2) Pray and ask the Lord to bless their coaching and these materials.

(3) Coach in this workshop each other and find materials that correspond to each one’s needs.

(4) Lay a plan to keep a set or originals and to find where they can make copies.

(5) Writing up a draft copy of a new study booklet for a trainee’s cells or churches.

(6) Supply each participant with the T&M coaching brochure #12.