

24:14 CPM Missionary Training Survey

Church Planting Movement practitioners believe CPM methods follow the ministry methods of Jesus. Perhaps the time has come for our missionary training methods to mimic the mentoring models of Christ as well.

According to several sources, including Gordon Conwell Seminary, Christians globally have deployed over 400,000 international missionaries across the globe today with the goal of fulfilling the Great Commission. This number is by far the greatest number ever in Christian missions history. However, we are not seeing progress in Disciplemaking relative to the increase in missionaries. In fact, globally, our progress in the missionary task is not even keeping-up with population growth.

With some exceptions, the “shocking secret” about missionary training is that the large majority of workers sent to the mission field receive little to no practical field training prior to their deployment.

The 24:14 Coalition has adopted the goal of seeing every global people group engaged with a movement strategy by 2025. One aspect of pursuing that goal is to increase the effectiveness of missionaries being mobilized globally through giving them experiential training in CPM before they deploy to their target location.

However, over the last several years, missions leaders have been encouraging the growth of missionary training models that produce more effective and fruitful movement catalysts in shorter time. Veteran practitioners implementing these models are excitedly reporting that new workers are making progress towards Church Planting Movements (CPMs) much faster than those trained in traditional patterns of classroom or workshop-based trainings. Regional leaders are beginning to ask for candidates that are prepared in these disciplines. Some are even requiring this more experiential and mentoring-based training approach for new missionaries because of the observed higher implementation rate than workshop-based patterns. To expand and accelerate adoption of these models, the 24:14 Coalition is promoting a flexible, networked CPM Training Hub system to better prepare field workers to implement effective movement practices. This could serve as a standalone approach or be paired with workshop-based trainings.

Note that when we are referencing CPM in this survey, we are including all flavors of CPM / DMM Movement training. While acknowledging that individual teams and organizations have legitimate preferences towards different models, we are using CPM as a term covering the full spectrum since starting a full, multiplying expression of a localized, contextualized church is the ultimate goal of all movement methodologies. If the number of disciplined believers participating in church expressions increases, we will see that gospel witness going to the ends of the earth (Matt 24:14) and the knowledge of the glory of the Lord filling the earth as the waters cover the sea (Hab 2:14).

What is the Hubs Task Force?

The goal of the 24:14 CPM Training Hub team is to understand, document, support, and promote what God is doing globally in terms of CPM Training Hubs and Experiential Based Training Models as part of the 24:14 vision to see every people and place engaged with a movement effort. We are documenting

what is being done in terms of experiential CPM training models, discovering fruitful practices, and networking organizations and CPM practitioners that are developing these kinds of models. We hope to offer consulting to churches, teams, and organizations trying to set up these hubs worldwide.

What Is Our Definition of a Hub?

After Steve Smith's article in Missions Frontiers entitled "[Four Stages to No Place Left In Our Generation](#)" in September 2016, focus began to be directed to experiential based training models for missionary training. In fact, the pendulum had been swinging that direction for several years as we learned that both westerner and easterners benefit from a hands-on approach to training movement catalysts. It started with a "increase the number of exercises in the workshop" approach, but now is an organized, intentional effort to get missions workers to actually implement and experience CPM principles and practices as a part of a phased missionary training process.

While we will address different models of missionary training in this survey, we are heavily going to focus on the concept of CPM Training Hubs. We believe that this hubs model has potential to both be effective for training and collaborative for the unified body of Christ. Because the word "hub" is often used by many organizations for a variety of purposes, we need to take a minute to define the terms that we are working with:

CPM Training Hub

A CPM training hub is a location that trains and coaches great commission workers in practical implementation of CPM practices and principles. It may include everything involved in missionary training, or it may be purely focused on the implementation of CPM principles in a practical way.

CPM Hub Training Process

The process of training in CPM Hubs is first and foremost hands-on learning of CPM principles. It moves people in phases from implementation in their home culture with majority and minority populations to cross cultural immersion in a field environment to implementation among a UPG to finally multiplying movements.

CPM Training Phase 1

This involves people beginning their CPM training in their home-culture context with either majority or minority populations with an emphasis on forming groups before a candidate moves to the next stage. Unless a missionary candidate came to Christ within a CPM, there are quite a few paradigm shifts that will be necessary on the journey to CPM fruitfulness. Missions leaders are observing that it is easier for people to ingest these concepts when their learning is not started in a cross-cultural environment with the additional culture shock and language learning stress that muddy the CPM learning process. Phase 1 offers the opportunity for learning in an environment where mistakes are easily correctable by an experienced mentor. Practicing within one's own culture also gives the missionary candidates an opportunity to affirm a call to church planting before they embark on the challenges of advanced missionary training, support raising, language acquisition, and cultural assimilation.

CPM Training Phase 2

Before deploying to a “final destination,” Phase 2 equips the new missionary within a cross cultural context that is as close in affinity as possible to the unreached people group they desire to reach. This hub is led by national or expat mentors that ideally are seeing a movement in the training location, or are at least seeing some multiplication using CPM principles in the area. This Hub trains in contextualized movement principles while helping the mission workers begin language and culture acquisition. Their home culture hub experience helps them understand the general movement principles, but the cross-cultural hub allows the new missionary to begin to practice and visualize CPM in a culture similar to their target culture and assimilate contextualized principles, under the helpful guidance of movement tutors.

CPM Training Phase 3

In Phase 3, the mission worker deploys to their target Unreached People Group (UPG) with a great deal of experience and potentially with other national or expat co-laborers they met in Phase 2. Their trainers/coaches from Phase 2 will continue to help and guide them into this third phase.

CPM Training Phase 4

If / when a movement starts, rather than moving on to another assignment, we have realized it is more strategic for these outside catalysts to go into Phase 4, where they are helping send movement laborers to nearby UPGs to start new movements – multiplying movements.

Who Have We Interviewed and Why?

The 24:14 Facilitation Team asked the Hubs Task Force to begin this process with research to understand what God is doing in different places around the world related to Hubs and being to get a sense of where the missions community focused on the 24:14 Vision is moving in regard to experiential training.

We began the process by surveying a number of teams, churches, and organizational training bases that were already implementing some variety of a CPM Training Hub process. While the list of places we surveyed was not comprehensive in scope in terms of what is happening worldwide, it did represent a number of good examples of hubs in different stages of development, different CPM strategies, and different regions. We surveyed both Phase 1 and Phase 2 hubs. Hubs surveyed were in the US, Africa, South East Asia, South Asia, Europe, and the Middle East.

What is Lacking In This Research?

This project has been exclusively focused on training missionaries to be successful implementing CPM principles in their target UPG environments. We are unapologetically narrow here due to 24:14's goals.

While we can describe trends and share empirical findings, there is no data that exists for this kind of missionary training. We could cite numerous educational sources that show the clear superiority of training that is based in hands-on experience as compared to theoretical classroom training. We could examine the scriptures and point out that Jesus taught people in experiential models, but in the end, we can't document proof that this model will greatly increase the effectiveness of missionaries being trained for the field.

This paper also lacks breadth. We started with a list of hubs provided to us, knowing it was only a starting place. We acknowledge that more and more organizations are independently pursuing their own Hub model for missionary training and apprenticeship. This should be encouraged with the hope of each organization learning lessons that they can share with the rest of the coalition.

Recent Missionary Mobilization and Effectiveness

Many organizations have embraced CPM training as filling a void in strategy training for their missionary candidates. While many of the CPM training programs have tried to implement a workshop model that is simple and filled with scripture, few trainings have really focused on mentoring and helping the candidates *experience* the scriptural truths as a part of their training. This is often a matter of western convenience, we often are working to make espresso rather than a slow drip coffee. Many organizations fear that they will lose their mobilization base if they force them to learn the skills of church planting and actually do them before deploying. We heard time and time again the fear that candidates will simply go to the organization that will deploy them the fastest.

While we have seen a large number of church planting movements spring up around the world, it is worth noting that people that have experienced a church planting movement are more likely to help start a second one than a new candidate is to catalyze their first CPM. Missions Catalyst that have learned the lessons once find it easier to replicate the process again, and experienced mentors can coach movements to start new movements. For their part, new candidates benefit from mentoring under a person who has been a part of a CPM first hand. The learning curve is quicker with the benefit of experience.

In an interview with one long-term experienced hub leader, he commented that the IMB has collected data on missionary training and the effectiveness of field staff for many years. In general, he commented that it takes 7-8 years on the ground for a missionary trained in traditional seminary models to become effective. He also noted that the average missionary does not last any longer than 6 years on the field. While that statistic is not very hopeful for the missionary task, he also noted that he could predict the effectiveness of a new missionary on the field with relative accuracy. The more actual experience that the missionary candidate had in their home culture sharing the gospel, searching for and recognizing people of peace, discipling people to reproduction, and reproducing church, the quicker the new missionary began to walk in fruitfulness. He saw a direct correlation to the missionary's home "practice" with field "effectiveness." He commented that his biggest problem with this new breed of missionary trainees is that they tended to want to bail out of language and culture training too fast because they could be seemingly fruitful without it (note that this was not encouraged by him, or by 24:14).

As missions leaders have noticed this trend, there has been a move towards more experiential based training. A number of 24:14 member organizations are experimenting successfully with hubs.

For example, E3 has as an organizational goal to establish eight international hubs that can receive expats to learn under long term missionaries and established local leaders. They are also working with the No Place Left network to start 75 US residencies (a very similar concept to hubs, as 24:14 defines them), where teams are laboring to establish movements from which they can mobilize.

Several churches working with Launch Global have visualized a series of US based training hubs and international field hubs as they work towards catalyzing movements around the world. They currently have Phase 2 hubs in at least four international locations and actively send people trained in their Phase 1 hubs to them for training. They have sought to map out competencies, training, and support that missionaries need to succeed internationally in starting movements.

Beyond has been working to establish a set of experiences and competencies that missionaries have to demonstrate before they deploy. They also have several field locations functioning as Phase 2 hubs that can mentor people emerging from their initial training stages.

The Antioch Movement of Churches is experimenting with a Phase 2 hub in South Asia. They currently are hosting a number of teams in the hub while they work on language and culture and learn how to apply CPM principles in a new cultural context. Antioch's Ann Arbor church is starting a residency program in Hamtramck Michigan with the idea of facilitating for missions workers heading to the Middle East comprehensive missionary training and practice in one year.

OneBody in Tampa has the beginnings of a church planting movement growing in Florida. They have mobilized a number of missionaries to the field who have practical learning experience through their church planting in Tampa. They have partnered with Big Life to send these to the nations.

These efforts show a hunger in the missions community to figure out a new way to do missionary training. It also shows a willingness to mobilize less people, if effective people are the ones mobilized.

A Description of Training Models

When we approach the world of missionary training, there are a number of different kinds of programs focused on different kinds of content that reflect values from the sponsoring organizations. In years past, there was a heavy investment in theological education for people heading to the field. The pendulum has swung the other way (some would say too far) and fewer organizations are investing heavily in theological training these days. Discipleship training, team training, culture training, support training, marriage and family equipping, pastoral equipping, security training, and technology training are all areas that the various organizations we surveyed invest in. In recent years, many of these organizations have put a greater focus on strategy and skills training relating to church planting movements. Increasingly there is a focus on making sure that missionary candidates are trained in a strategic methodology to do the work of church planting in their target cultures.

There are a number of different kind of programs that different organizations use to equip their candidates:

Missionary Orientation Programs with CPM Training

These programs are anywhere from weeks to months long and are most often driven by the sponsoring missions organization. These tend to focus on organizational policy, support raising, pastoral issues, security and culture. Depending on the organization, they may also have some strategic training (a Level 1 CPM intro course) but tend to not have any requirements on the candidates in terms of implementation of those principles before deploying overseas.

Independent CPM Training Communities

Several parachurch organizations have sprung up that either directly or indirectly train workers for the field. Whether a program like TOAG (<http://toag.org/>) that is specifically mobilizing people to the field, or an organization like Global Gates (<https://globalgates.info/>) that mobilizes workers as a by-product of their ministry to immigrant and refugee communities, these organizations mobilize parallel to but independent from the established church as they train people to start church planting movements in a practical Phase 1 environment before they go overseas.

One note here is that due to the fact that some of the programs that fit in this genre are independent from local church participation, it is often the case that they focus on strong discipleship training. This may replace discipleship that they may get as a part of their local church, whether or not they participate directly in a local church.

Church Based CPM Training Communities

Launch Global (<http://www.launchglobal.org>) provides an interesting model. Coming alongside established churches with a heart to be involved in missions, Launch Global has injected the “know how” of missions training into local churches across the US who would not otherwise be able to approach missions sending easily. Adding some discipleship training, team and culture training, pastoral equipping and support training to a year of people living in missional communities has created a magnetic environment that is drawing in missionary candidates inside missions-aware churches.

Movement to Mobilization Communities

Movement to Mobilization is an oft heard mantra in the No Place Left (<http://noplaceleft.net/>) culture. NPL both works with existing churches, as well as starting new house church networks with the goal of creating a movement environment out of which they can mobilize missionaries by creating CPM Residencies. NPL is very focused on the skills of church planting and often outsources the other training processes. OneBody Global (www.1bodyglobal.com/) has also seen mobilization emerge as a bi-product of effective church planting movement practices.

Online / Mentor Coaching Models

All Nations (<http://allnationsfamily.org/>) uses a different model to equip their people. They run something akin to a basic candidacy program in one of the All Nations Hubs that is targeting for people native to that region. This training includes a strong training on CPM principles and asks candidates to implement those principles in their home environments while they are support raising. An in-depth mentor coaching program accompanies the training and continues after the missionary deploys to their target destination. All Nations states that many of their trainees are of the variety that are quite independent. These “wild stallions” tend to take to a coaching model better than a slower mentoring model (this is in contrast to “builders” who tend to receive a mentoring model much better.) Note, All Nations has developed a robust Coaching Training to equip a small army of CPM coaches to assist their practitioners.

Zume (<https://zumeproject.com/>) is an online model, that combines online training with regular mentor coaching. The expectation that both All Nations and Zume have that the practitioner will implement the training and be accountable is different than many organizations that provide the training with no accountability for implementation.

But What is Best Practice?

The trend missions leaders are reporting shows that experiential training models are better than traditional classroom or workshop training for starting Church Planting Movements. Students need the opportunity to see and touch the CPM concepts out “in the wild.” While we are not suggesting there is one “right” way to do missionary training, it is clear that organizations that invest time and resources in promoting their missions candidates implement the training in the home cultures will see them be fruitful more quickly in a cross-cultural environment. Missionaries that take the time to work in a Phase 2 environment (anywhere from a few months to a couple of years) can learn the cultural and contextual ropes from experienced mentors while getting their feet under them overseas.

A Closer Look

With the goal of catalyzing movement engagement in every unreached people and place by 2025, the 24:14 Coalition is urgently working to grow a network of CPM Training Hubs. We have identified emerging training hubs that are training Phase 1 missionaries in their home cultures (all around the world), as well as a number of teams and organizations that have started Phase 2 Hubs, which are receiving trainees from Phase 1 experiences.

As 24:14 analyzed the early-stage effectiveness of this approach, we noticed that Phase 2 Hubs reported an accelerated learning process and effectiveness for missionary candidates who had been through Phase 1. Because they practiced movement principles in their home culture away from the “learning clutter” of language and culture acquisition, candidates hit the ground running and developed good movement habits in their language and culture acquisition phase. It should be noted that there is a strong correlation between the amount of practical experience in movement practices someone has in Phase 1, and how quickly they are effectively implementing movement practices in subsequent phases. Some have even begun to see fruits of movement in their Phase 2 Hub experience! Once they advance in language and culture, Phase 2 participants are able to deploy with significant experience to catalyze work in a nearby UPG in Phase 3.

The time commitment to Phase 1 and 2 hubs varies, depending on the background of workers being deployed, the sponsoring organizations and unique curricula, and the target region. Some Hubs are focusing on giving candidates basic experience in movement principles, while completing a missionary training program. Some hubs are directing candidates to become proficient in CPM skills before allowing them to progress in their training. Many hub locations worldwide have an initial focus on creating movement in that location, after which mobilization occurs naturally. It should go without saying that the goal should never be numbers of people mobilized but mobilizing effective workers. However, requiring more experience and fruitfulness from candidates before proceeding to their target destination is not having a negative effect on mobilization, but is actually helping mobilize more people for the field. We also anticipate that it will have a positive impact on missionary retention levels.

Movement Missionary Competencies

To evaluate whether missions candidates are ready for the field in terms of their CPM skills, several different tools have been developed and promoted by different organizations:

5 Levels of Movement Leadership Tool

Promoted in Missions Frontiers by Nathan Shank, this list details out movement leadership roles that are consistent with Paul's example in scripture. In addition to the description of these five levels, Shank details characteristics of people at these levels, common pitfalls for each level, and next steps for their development. (See Mission Frontiers [Five Levels of Movement Leadership](#), Feb 29, 2016)

- Level 1- Seed Sowers- every believer an ambassador
- Level 2- Church Planters- engage new fields, sow the Word, nurture the growth and birth of new churches
- Level 3- Church Planting Multipliers- successfully multiply through new generations of church planters and churches
- Level 4- Movement Trainers- introduce the pre-existing autonomous networks to biblical training for multiplying churches
- Level 5- Strategy Coordinators- train and release leaders and mobilize networks / resources to saturate a specific population segment

In talking with various hubs in this study, we found that these were often used to measure the progress of missionary candidates in their evaluation of their CPM skills. Everyone we talked to in Phase 1 Hubs were looking for progress somewhere between levels 2 to 4 for candidates to move to a Phase 2 Hub. However, there was a great deal of diversity in how much this was used as a benchmark that MUST be reached, vs a descriptive tool of where a candidate was on the scale.

Of course, this tool only accesses the candidates progress on learning how to lead a CPM. There are actually a number of other practical areas of missionary readiness that are not accessed here. The important thing about using this tool however, is that it actually begins assessing things that we often do not measure before people deploy to the field.

The HHHH Model- The Head / Heart / Hands / House CPM Catalyst Tool

This benchmark is a big-picture look at the profile of someone who is prepared to be a movement catalyst. It shows that there are things that they KNOW (plans, strategies, God's Word), things they have in their HEART (passion for the lost, authenticity, learner-mentality), things they do...HANDS (prayer, share, disciple, train, mentor, evaluate, adapt), ways they relate... HOUSE (relate to local believers, accountability, training of the right leaders, protects the movement).

This is a good tool to describe a person's characteristics and many of the activities they will do if they are successful, and so it applies well to people from any cultural background, and with any people-group focus.

We suggest using the HHHH Model while overlaying the Five Levels of Leadership as the best to help evaluate candidates in terms of the church planting skills training. It is the hope of this Hubs Task Force to work with Phase 1 and Phase 2 Hubs to develop an agreed upon level of competency that we expect from missionary candidates before they transition phases. You will see the first attempts at that below.

Phase 1 Mission Candidate Training Overview

The following is a list of topics that are often trained the process of deploying a missionary overseas. These should be considered by organizations creating Hubs as topics in which missionary candidates would do well to receive quality training. *We are NOT suggesting that a Phase 1 Hub needs to have all of this training*, but it would be good for a Phase 1 Hub to have a plan that develops missionary candidates with a view to where they will get this in their process. Some Hubs that are more of a complete mobilization package will desire to do much of this in-house. Many of groups utilizing Independent or Church-Based models will move this direction. Other Hubs will do well to outsource this to a sending agency or refer their candidates to an outside organization in a modular fashion.

- Basic Theological Training
- Personal Spiritual Formation
- Psychological Profiling
- Relational Skills Training
- Team Development
- Understanding Cultures
- Language Learning Training / Coaching
- Marriage / Family / Singleness of the Field
- Personal Character Evaluation
- People Group and Location Identification
- Fundraising Training
- Security Training
- Legal Support
- Personal Financial Training
- Intercession Training
- Platform / Visa Consultation
- Church Planting Movement Catalyzation Training

Using the Four H Model, the 24:14 Hubs Task Force has framed a set of suggested competencies for graduates of Phase 1 training. These should not be seen a prescriptive for every training organization. Nor should ever program feel that they need to provide each one of these things. However, these are things that missions catalysts need to be successful in field deployment, and each sending organization should consider finding ways to provide equipping in these competencies somewhere in the Phase 1 training process, whether through direct training or outsourced training.

HEAD-

Culture Training: Understanding basics of culture, worldview, contextualization, and cross-cultural expectations.

Theology: Understanding basics of Theology of Salvation, Overview of Scripture, Missions, Personal Calling, Suffering, and core Christian Doctrines

CPM Training: Understands the basic DNA of movements and their Biblical justification using one of the common movement training templates (Transition Points of Movement, DMM, T4T, Four Fields, Zume, etc.). Understands a simple plan and process that leads to reproduction.

Language: Preparation for how to learn a language.

Pastoral Care: knows and able to use available resources.

HEART-

Spiritual Authenticity: Focus on seeing that the trainee has a healthy degree of the following and is making consistent progress: humility and teachability; walking in honesty and integrity; hearing and obeying God; exercising faith that God will start a movement with his/her people group; love for God and others.

Perseverance: Has demonstrated perseverance in difficult circumstances. Displays a dogged tenacity to do the right things to complete the task, pressing through obstacles. Has counted cost of personal risk. Has a long-term commitment to God's calling.

Personal Spiritual Disciplines: Demonstrates a lifestyle of prayer, time in God's Word, obedience, fasting, accountability, hard work and rest, abiding in Christ, and personal transparency. Understands basics of spiritual warfare.

Personal Holiness: Has a lifestyle free from addiction. Lives in moderation in all things. Seeks to avoid being a stumbling block for others.

Personal Wholeness: Is in a healthy place working through personal issues (addiction, depression, self-image) and family of origin issues (divorce, trauma, abuse), has a healthy marriage (if applicable), is in a healthy place working through parenting issues Has been evaluated by a counselor for field readiness.

HANDS-

Engagement and Evangelism: Has extensive practice in engaging lost people, finding potential Persons of Peace, and sharing the gospel message in a way that intentionally moves the lost towards becoming disciples of Jesus.

Demonstrates the Kingdom: has learned to pray blessing over people and pray for the sick.

Discipleship and Church Formation: Has practice in making disciples that form church (preferably from the lost) and has worked towards reproducing that generationally.

Vision Casting: Has practice in envisioning others in disciple making and church planting movements.

Training: Has practice training others in disciplinemaking and church planting using one of the common movement training templates.

Developing Prayer Strategy: Has learned the basics of planning and executing a prayer strategy for their people group.

Planning and Evaluation: Learns to plan, evaluate the brutal reality, and adapt based on the fruit he / she sees.

HOUSE-

Personal Skills: Has good people skills, communication skills, and conflict resolution skills. Can manage anger, disappointment, and anxiety.

Team Life: Has learned healthy patterns of team life.

Team Training and Development: Has learned to resolve team conflict and value different roles in a team environment.

Team Experience: Preferably has extensive practice "teaming" with others as they reach out to a local target population.

Finance: Is free from significant debt and has received adequate support raising training. Has raised full support before deploying.

The Hubs Task Force hopes to create a list of resources, tools, and modular trainings that can be utilized by Hubs that want to send their missionaries well prepared in a full spectrum of development.

What Does Phase 2 Want from Phase 1?

Several leaders in Phase 2 environments expressed concern of delaying new missionaries if they were to increase the standard for what they are willing to receive. However, all of the Phase 2 Hubs that we interviewed commented that more experiential training was welcomed and desired from CPM Catalysts

coming to learn in their Phase 2 Hub. The things that they are specifically requesting from pre-field candidate training are:

- Personal Spiritual Formation
- Level 1 CPM Training
- Repetition sharing the gospel
- Experience in leading people to Christ
- Experience in Finding People of Peace
- Experience in Reproducing Discipleship
- Relational Skills
- Humility and willingness to learn what works

This is not to say that many of the other things that are being trained are not good or useful. What is striking is the emphasis on skills development, not simply knowledge development.

This raises the question: “can our typical missionary training be done alongside skills training?” This is a question that several organizations are trying to address. One problem that was noted in a couple of interviews is that of candidates being focused on the field during their training tends to distract them from learning CPM skills. Additionally, several people reported that they were having a hard time creating movements in these training environments precisely because the labor force was missionary candidates that were finishing their training and moving to the field. One person reported that it usually took 4-6 months for new people in the program to begin to learn movement principles, and about the time they were becoming fruitful in evangelism, their program was beginning to wrap up and the person’s focus shifted to the field. These are problems that will need to be addressed.

In the end, experience in CPM principles in someone’s home culture is the key component. Greater CPM experience at home tends to shorten the time needed in a Phase 2 environment.

Specific Training at Phase 2

While the training path for people transitioning from Phase 1 to Phase 2 is well developed, much of the training for Phase 2 Hubs is quite diverse. Several of the Phase 2 Hubs we talked to have a “just come do what I do” mentality to their training process. While some thrive, many students will not do well in this kind of environment. Without much structure, they will need to be convinced of the benefit to their development. Other programs are more structured and walk through a set of topics. Some of those include:

- CPM Equipping / Modeling in Specific Tools
- CPM and Target Culture
- Service Platforms
- Cultural Study / Benchmarks
- Honoring this Culture
- Culture Shock Coaching
- Persecution
- Extraordinary Prayer Training
- Language Acquisition Coaching
- Emergency Preparedness
- Historical Study
- Team Development
- Rhythms that Promote Abiding
- Networking

Through surveying a number of organizations, the Task Force has amassed a list of competencies needed for Phase 2 graduates to succeed at Phase 3 deployment. These are what these organizations identified as Phase 2 competencies:

HEAD-

Culture: Has learned regional culture, history, and religion to a level of competency necessary to understand contextual tools and navigate roadblocks to gospel inroads.

Language: Language acquisition plan developed in conjunction with trainers and coaches in Phase 2 with accountability in place.

CPM Training: Has learned CPM applications in the cultural context. Works to learn innovations and cultural applications of movement theory to the region. Has exposure to advanced movement leadership applications.

Persecution and Perseverance: Has learned likely avenues of persecution in the target culture. Has learned biblical patterns for dealing with persecution and minimize unnecessary persecution. Has learned to persevere in difficult circumstances.

HEART-

Spiritual Authenticity: Demonstrates willingness to learn from others, especially locals. Shows cultural humility as a lifestyle. Has demonstrated a lifestyle of surrendering rights.

Personal Spiritual Disciplines: Has continued and cultivated a lifestyle of prayer, time in God's Word, obedience, fasting, accountability, hard work and rest, abiding in Christ, and personal transparency in target culture. Has learned to engage in spiritual warfare.

Perseverance: Has demonstrated perseverance in difficult circumstances. Displays a dogged tenacity to do the right things to complete the task, pressing through obstacles. Has counted cost of personal risk. Has a long term commitment to God's calling.

Personal Holiness: Has a lifestyle free from addiction. Lives in moderation in all things. Is aware of not being a stumbling block for others.

Personal Wholeness: Continues to be in a healthy place working through personal issues (addiction, depression, self-image) and family of origin issues (divorce, trauma, abuse), has a healthy marriage (if applicable), is in a healthy place working through parenting issues. Has been evaluated by sending organization for continued field readiness.

Culture: Willing to adapt to and appreciate host culture.

HANDS-

Engagement and Evangelism: Has extensive practice in engaging lost people, finding potential POPs, and sharing the gospel message in a way that intentionally moves the lost towards salvation. Has learned reproducing evangelism tools that locals can use can equip locals in the use of these.

Demonstrates the Kingdom: has learned to cross-culturally pray blessing over people and pray for the sick.

Discipleship, Church, and Leadership: Has learned how to make reproducing disciples in target culture and has learned a strategy for church formation and leadership development that can work in the target culture. Demonstrates comfort in allowing Holy Spirit and the Word to lead through locals rather than needing to be the leader.

Training: Has ability to train the basic DNA of movements and the Biblical justification of them using one of the common movement training templates (Transition Points of Movement, DMM, T4T, Four Fields, Zume, etc.). Can train and envision a simple plan and process that gets to reproduction.

Developing Prayer Strategy: Has begun to recruit and incorporate other believing locals and expats into a prayer strategy for the area. Has recruited a number of daily intercessors to cover the work.

Planning and Evaluation: Is engaged in regular rhythms of planning, ruthless evaluation, and adaptation based on the fruit

Tracking: Has learned to effectively track movement growth in the cultural context and apply learnings to planning and evaluation rhythms.

HOUSE-

Presence and Platform: Has developed a strategy to implement that will minimally explain reason for being in country and at most will give opportunities for engagement and a platform and visa for extended stay in country.

Team Development: Has adapted team life rhythms to interdependent overseas context.

Local Partnering: Is spending majority of time with local partners and the lost and is not over dependent on expat team. Understands how to build effective partnerships.

Team Contributions: Has identified giftings on the team and has figured out ways for the team members to contribute. Has developed team agreement / protocol and all team has reviewed and approved it.

Networking: Has surveyed the mission work (especially movement related) in the area. Has learned about fruitful evangelism and discipleship processes. Maintains good relationships for partnership.

Security: Has developed contingency plan and emergency protocol document for your team.

Understands and implements basic security protocols (social media, internet security, computer security, personal document security)

Leadership Development: Does not need to be "the leader." Looks to empower, develop, and mentor others.

24:14 plans to convene a number of gatherings internationally within the next year to gather training processes and discover fruitful practices from leaders of Phase 2 Hubs. Findings will be made available to the coalition.

Transitioning to Later Phases

If workers have been well developed in the first two phases, the step to phase 3 should be relatively simple without additional training. We suggest robust coaching from experienced practitioners to help make the transition to Phase three successful. The All Nations model would be especially effective here.

Taking a new movement from a pioneering mindset to a place where they are training their people to go to new fields (Phase 1 / 2) is something that we don't have much experience in yet. This is an area of suggested study as we see more movements emerge that are sending out new movements.

Issues in Training CPM Catalysts

Finding the "right balance" between keeping training processes simple while deploying well-equipped missionaries is quite difficult. The more well-developed programs may help a larger number of missionaries be equipped to be successful on the field but may tend to drive away the more "apostolic" candidates that could be world changers. Frankly, it is often those who are not scared off from the lack of structure who tend to thrive on the field.

The sheer volume of "essential" modules that missionary training entails may contribute to the way sending organizations have tended to shy away from requiring demonstrated skills in a home context.

Others have pointed to numbers of missions workers who have “made it” on the field though they had never led anyone to Christ in their home culture. However, for all those who do continue to fruitfulness in their new environment, there are many who never “make it.” We should not allow these few to unduly influence how we do training for the majority. Experiential training in a Phase 1 environment would promote cross cultural fruitfulness in later phases.

It is well documented that team issues and family issues often bring missionaries back from the field early. However, one issue that possibly does not get enough air-time and would be harder to tease out in a study, is the number of missionaries that allow team issues, family issue, money issues...or simply a “new calling” to dictate their early return. It has been suggested that these missionaries may have persevered through these things if they simply felt more successful. It is going to take a re-inventing of our traditional missions training strategies, but Steve Smith’s Hub’s model offers us a possible roadmap to get there.

Fragmentation of the body of Christ has historically been a problem that has slowed progress. Encouraging different organizations to work together through practical, security sensitive frameworks has greatly improved our effectiveness. One threat to expanding our cooperation and coordination around movement training worldwide has been the differentiation between the T4T / 4 Fields / DMM movement methodologies. While there are real differences in training practices, many of the works out in the field are implementing some kind of hybrid between the approaches, and it is documented that these different methodologies often work in different contexts (see Steve Smith and Stan Park’s article in Mission Frontiers- [T4T or DMM \(DBS\)? Only God Can Start a Church-Planting Movement](#), January 2015). For organizations and church networks to be able to work together, we need to be able to honor those laborers using approaches different that our favorite. When our organizations create Phase 1 training, it would be greatly helpful to emphasize principles (as opposed to dogmatic emphasis on tools) that would be easily transferred from one environment to another. Since different methodologies are often found more successful in different places, recognizing this in Phase 1 could enable candidates to more easily contextualize in Phase 2. Honoring the fruitfulness in different approaches also enables a greater cooperation between groups utilizing these differing approaches in different locations.

Lastly, the mantra we heard consistently from those involved with No Place Left is one we should consider. Are we mobilizing to movement, or creating movements that fuel mobilization? NPL has clearly set a goal that they want to mobilize people that have experienced movement. They are wanting to fuel movement in cities, churches, and networks and create city-wide coalitions that mobilize to the harvest. We are training CPM catalysts to carry that kind of vision, should we not model it for them in the cities we are sending them from?

If we indeed are training a new breed of missionaries with Biblical strategies that is bringing about a new revolution of fruitfulness in movements around the world, would this not warrant a new revolution in how missionaries are trained? David Garrison often challenges us to think “What is it going to take?” to walk into the promise that God has put before us.

Should Everyone Go Through a Hubs Training Process?

All Nations’ insight into the difference between candidates that are “wild stallions” verses “builders” is noteworthy here. Though we are suggesting that this kind of experiential training and mentoring is best for the majority of practitioners (and especially the “builders”), there are those who lean towards a

more independent model of learning (“wild stallions”). Curtis Sergeant states “There are multiple examples of a complete outsider without professional training who goes in and reaches out to an insider in an unreached group and coaches them to spark a large movement.” Both Pam and Curtis make good use of base training with strong coaching models to facilitate these practitioners. The Hubs Task Force recommends the promotion of a Hubs training network not as the only way of mobilizing and training, but as the best for the majority. Keeping the footprint of a structure simple and flexible will allow it work well, but those who send would do well to listen to the Holy Spirit and remember it is Spirit empowered men and women that catalyze movements, not man-made systems.

Creating a Hub Lattice

Jeff Sundell described the need to create a “lattice” for Hub promotion. This would be a very basic set of descriptors of what CPM catalysts being trained in a hub would expect to get in that process. This would aid people searching for a hub to join, organizations and churches developing hubs, or Phase 2 Hubs receiving people trained in Phase 1 Hubs. Many organizations working together have begun the process of creating that lattice through the HHHH list of competencies. We acknowledge that there will be differences in the way hubs operate based on the training models used by different churches and organizations. Different organizations will place different levels of emphasis on other training components. Some will choose to develop everything “in house” in the hub. Others will choose to outsource some of those components to third parties. But the key component that will define a program as a CPM Training Hub will be adherence to an **experiential** training model hitting the basic benchmarks identified in the lattice with a special emphasis on creating learning experiences for candidates under the mentorship of Phase 1 and 2 hub leaders. Ideally these candidates would be asked to become proficient at the CPM principles and practices before deploying on to the next stage.

Creating Organizational Cooperation

As we begin to create a network of CPM Training Hubs, we will begin to collect information on them that describes the individual experience one can get at each Hub (the questionnaire can be found on the [24:14 website](#)). We will use that data to create a catalog of CPM Training Hubs that is secure and shared between organization. We will be able to network people from smaller organizations with training opportunities in their areas, and we will be able to offer training and consultation to churches, organizations and networks worldwide that are looking to build experiential training experiences. We plan to catalog training resources that can be shared among the coalition and create regional gatherings where Hub leaders can learn from one another.

Some have suggested that we might be able to create a system where organizations can more seamlessly collaborate around Hubs. If there were a standard set of minimal expectations in the CPM Training Hub system, we could develop something akin to a network of airlines sharing a frequent flyer program. This would allow organizations to share hub participation opportunities with the network without having to duplicate a hub in every region just so it can fly another organization flag.

Conclusions

Experiential training is here to stay. Many organizations are already promoting a similar model. The 24:14 vision, however, recognizes that we are greater and can do more when we work together. Many organizations do not have access to the experienced people necessary to act as coaches and mentors. A

Team of Teams approach could be the way to tackle this problem of implanting a church planting movement in every people group. Our Hubs Taskforce believes that this is where 24:14 is positioned to make the greatest impact. 24:14 has as one of its founding pillars the principle of collaboration. How member organizations rally around that pillar will determine the results for our global revolution in missionary Training.

To comment, ask questions, or contribute to the discussion, please contact hubs@24:14now.net.