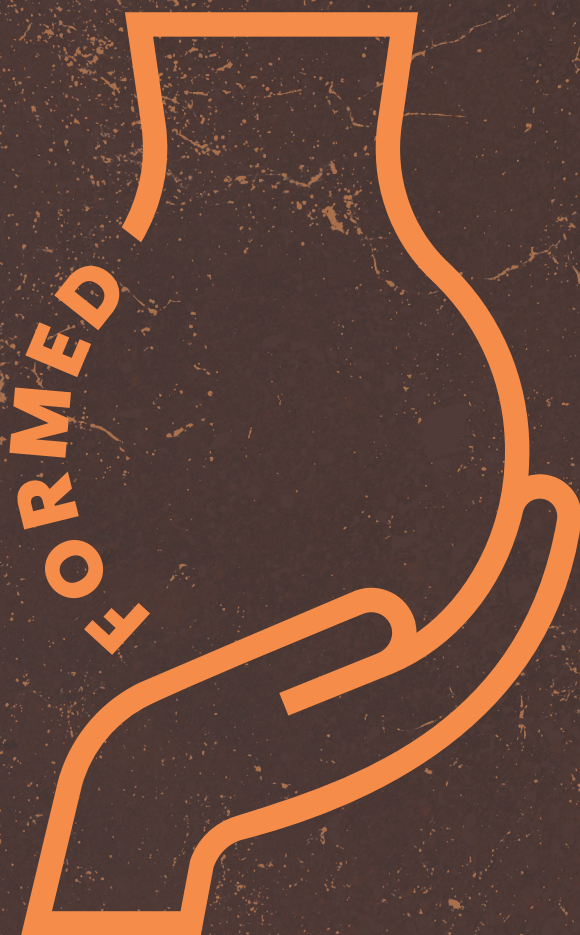


Jubilee+






**FORMED** IN THE IMAGE OF GOD.  
**CONFORMED** TO THE LIKENESS OF CHRIST.  
**TRANSFORMED** BY THE SPIRIT.

# Facilitator's Guide

to using the Jubilee+ **Formed** training programme  
with potential leaders in your church.

[jubilee-plus.org](http://jubilee-plus.org)

[/jubileeplus](#)   

# Formed Facilitator's Guide

## Introduction

Jubilee+ developed the **Formed** training programme with input from people who have recent or current experience of poverty of various kinds. We wanted to develop a course for people who might rule themselves out of more established and traditional leadership training, sometimes simply on the basis of the word 'leadership'.

Having delivered **Formed** twice with some outstanding trainees, we have, with the help of our friends from Proximity, turned it into a resource that can be run by church leaders, community project leaders, and social action ministry leaders.

This Facilitator's Guide features tips for how to run **Formed**, not just from the Jubilee+ team but also from those who have participated in the training programme so far. Based on their insights (and some of our own), we have suggested how best to run the training, but also provided some alternative ideas for those of you who need to adapt it for your local context.

This Facilitator's Guide accompanies 28 short **Formed** teaching videos (most between 10-20 minutes) and the workbook for trainees to complete as they go through the programme.

## What is Formed?

**Formed** is a specially developed leadership course for people who are from a background of poverty or low income. It has been designed with the input of people facing hardship, who shared their experiences of church, social action projects, and life in general, through our Jubilee+ Voices focus groups.

Many told us that although they wanted to help in churches, they did not see themselves as leaders. We heard this repeatedly, even from those who had a clear leadership gift on display within only an hour or two of meeting them!

**Formed** was created to make a pathway for people who may disqualify themselves from leadership to develop their leadership gifting in a supportive and safe environment with similar people. All the materials were tested with our cohorts of trainees and have been refined and shaped with their input.

Jubilee+ is grateful to everyone who has taken part – the trainees, their nominating churches and ministries, and our funders who made the pilot possible. Thank you. It's been a delight to see these brilliant leaders developed, formed, transformed and becoming more like Jesus.

"I came to **Formed** looking for reasons to not step into leadership, to find I'm not suited to it because of that, because of this... I thought I'd find reasons whereby I could shirk it. But the teaching is absolutely fantastic – it's opened up a lot to me about servant leadership, but what spoke to me even more, God spoke to me through the [other trainees]: I can see how God's using these people who are broken. And He gave me confidence... I heard God clearly speak to me and say to me, 'No, no, I want to use you, step out in faith.' I no longer want to not lead. I want to listen to God and follow Him."

~ ANTHONY

Formed trainee, October 2025

## Background to Formed

### Jesus picked unlikely leaders

When the religious leaders realised that those leading the early church “were unschooled, ordinary men, they were astonished” (Acts 4:13, NIV).

The ways of God are not our ways, and His kingdom is an upside-down kingdom, where “those parts of the body [of Christ] that seem to be weaker are indispensable” (1 Corinthians 12:22, NIV).

There is a problem in the church in the UK that spans across geography and denominations: we do not have enough leaders. Many of our current leaders are stretched and some are close to burnout, while also struggling to identify new and future leaders who can carry some of the load.

If that’s you, how would you respond if you realised that there are undiscovered leaders with huge potential right in front of you? At Jubilee+ we believe that there are lots of unlikely leaders all around us – those who may not tick the boxes of what we look for in leaders in majority middle class churches, those who may disqualify themselves because they haven’t seen people like them on platforms or in pulpits, those who – with the right training – might be mobilised, equipped, encouraged and released into leading alongside you.

Jesus’ disciples were mostly ordinary or ostracised men and women, on the margins, with nothing special to commend them for leadership. Yet often we look for something different in candidates for leadership in our churches – we want those who are outstanding in their workplaces, ‘high capacity’, successful in the world’s eyes...

This might mean we are missing out on some brilliant leaders who are right in front of us. It might also mean that our current leaders are bearing a lot of weight and responsibility that could be shared out. Not only this, but we might struggle to reach out to certain sections of our communities, because they cannot identify with the leaders in our churches.

“In the Bible, we see that ordinary people are used by God in extraordinary ways. Social status, education, wealth, qualifications – none of these things are prerequisites for becoming a leader.” (Invisible Divides, page 138, Natalie Williams and Paul Brown, SPCK, 2022).

At the start of each of our **Formed** pilot programmes, Jubilee+ CEO Natalie Williams said this to trainees: “Throughout my first 20 years as a Christian, I was told many times that I’m not a leader, or ‘we are not sure if you are a leader’, and I would have discounted myself for much of that time too. I wish something like **Formed** had existed back then, because it would have helped me not to disqualify myself just because I couldn’t see many other leaders like me.”



“I struggle to think of myself as a leader, but I love people.”

~ CLAIRE

Formed trainee, March 2025

## How to run Formed

We think **Formed** runs best as a residential, four-day programme. Previous trainees told us that they think that is the best way, as it takes people away from the responsibilities of normal life that may be a distraction. It also enables people to develop connections, friendships, and spend time with God as they work through the programme. Having meals, break times, and worship and prayer together became a hugely valuable part of both of the **Formed** pilot programmes.

However, the **Formed** programme is versatile and can be used in a number of ways. For example, it might suit your trainees and context to run it over:

- Two weekends, with 14 video modules per weekend.
- Four Saturdays, featuring 7 sessions per day. This could happen across one month or be spread out across one Saturday per month.
- Multiple evening or daytime sessions, over several weeks – for example you could use 2-3 of the training videos on each occasion if you decided to run it over 10 weeks.
- 28 separate occasions, perhaps sharing a meal together before or after watching the video, and then discussing it.

Previous trainees and the Jubilee+ **Formed** team think there is significant benefit in running the training course with a small group (ideally no more than 12 people). You might consider a joint event with other local churches. Several participants commented on how much they learnt from each other – in fact, the mutual support and encouragement among the groups was arguably as important as the upfront teaching when it came to building confidence to step out in new leadership opportunities. However, the material can work in a one-to-one discipleship context.



A sample **Formed** timetable can be found here



**Formed** includes 28 videos – 25 teaching and three devotional sessions:

- Three introductory videos about being **formed** in the image of God, **conformed** to the likeness of Christ, and **transformed** by the Holy Spirit (sessions 1-3);
- 22 sessions that we have structured in the order that makes most sense to us, but you might choose to move these around depending on your group and your context (sessions 4 to 25);
- Three devotional sessions on Psalm 23, which worked well for us as the start to each day (devotional sessions 1-3). If you don't run **Formed** as a residential, you'll need to think about where these sessions make the most sense in your programme.

# Tips and prompts for teaching sessions

## Who to invite

The **Formed** content has been designed for Christians who might disqualify themselves from leadership for a variety of reasons (e.g. income bracket, background, disability, recent history of addiction, or time served). The materials are best suited to those who have been following Jesus for a year or more, and who you believe have leadership potential, which you might have observed in church life, or you might have picked up from their past experience – for example, one of our trainees identified that they had previously exercised leadership in the context of drug dealing but now wanted to use that gifting to help others walk closely with Jesus.

Some of those you invite onto **Formed** will undoubtedly struggle to believe they are suitable for it. You may need to work quite hard to persuade and encourage potential trainees that you see leadership potential in them, especially if they cannot see other people 'like them' in visible leadership roles within your church.

We would suggest that those invited to **Formed** who have suffered with substance addictions in the past should have been in recovery for at least a year. If there are people with a history of violence against others, or acute mental health issues which are not being treated, this might not be the course for them. If someone has a recent history of suicide ideation, again, this may not be a suitable course to support their specific needs at this time.



## Creating a welcoming atmosphere

It's important to be sensitive and wise with the mix of people you invite – it needs to be a room of equals from the beginning. Creating a welcoming atmosphere to help people feel comfortable and at ease is an important part of the preparation process for running a successful **Formed** programme. We did this by holding three or four online 'get to know you' sessions in the six weeks leading up to the residential. This enabled the trainees to meet the Jubilee+ teaching team and each other. So, by the time trainees met in person on day one of the **Formed** residential, we had already started to break the ice. We also used WhatsApp to communicate news and updates in the run up to **Formed**.



## Travel and finances



We decided to cover the trainees' travel costs to **Formed** as we didn't want money to be an obstacle to anyone attending or make them feel uncomfortable about asking for support. We ensured that people knew their travel arrangements well in advance of setting off. Some churches brought their delegates, others helped them catch the train. It is important to support trainees and not leave them to sort out their own logistics of travel. We decided to cover paying for taxis from the train station to the venue, and we refunded expenses quickly so that no one was out of pocket for long.

If you decide to run **Formed** as a non-residential, please consider how you might support your trainees in getting to the venue each time.

## We've got your back

Each trainee was encouraged to have someone at their home church to act as a buddy or a listening ear. We encouraged them to identify this person before coming on **Formed** and to stay in touch with them during the residential in case they needed someone to debrief with, discuss anything or to pray with them. This is also important for non-residential **Formed** trainees.



## Break the ice and games

After everybody had settled in on day one, we had an icebreaker session to help people get to know one another. We did it this way: each member of the training team submitted three statements about themselves anonymously and everybody else in the group had to guess which person matched which statement. It was a fun exercise with surprising facts about the teaching team, including some of their own experiences of poverty. It broke the ice and helped the trainees get to know the team a little bit better. We also took games for people to play during the evening relaxation time, and this was optional for anyone to join in.

## Searching Scripture

We can so easily assume that people know their way around the Bible, but this isn't necessarily the case – not everyone who has leadership potential can read, and navigating our way around the Bible is hard!

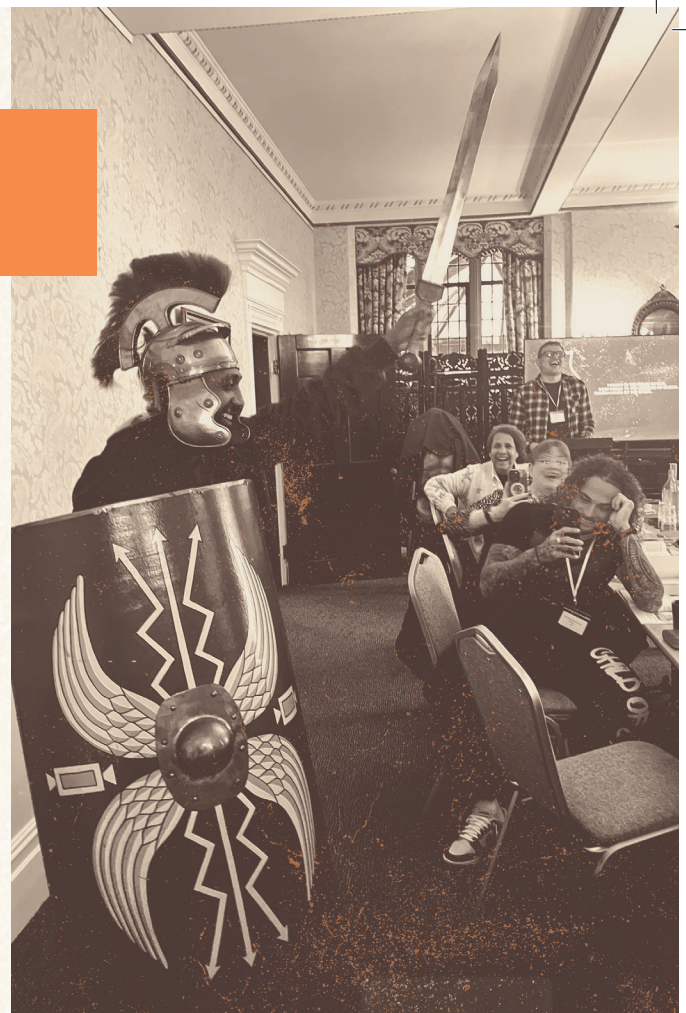
So, it's really helpful to be mindful of this when giving a reference or asking trainees to turn to a passage of Scripture. We found that it really set trainees at ease when we said something like: "Turn to Acts in your Bible – it's in the New Testament, about two-thirds or three-quarters of the way into the Bible, after Matthew, Mark, Luke and John, but if you get to Romans or Corinthians you've gone too far." (It can also be helpful to admit that you still don't know where Obadiah is!) Avoid putting anyone on the spot with reading.



## Using props for visual learners

We used props for around a third of the teaching sessions to make it interactive and visual. Once you grow familiar with the **Formed** course, you might have some fun with this – we did! The purpose is simply to make key points memorable so that they stick in people’s minds and that truth gets into hearts, as well as to help the visual learners in the group. Trainees will probably find it helpful to have the relevant workbook page open before you start the video for that session. (We would recommend that, as the facilitator, you’ve watched the video before the session, so that you’ll know what’s coming up and where the props fit in.)

Here are the props we used, in case you want to have them available:



### Session 1: Formed in the image of God Prop: Lump of clay

**Purpose:** When you pause the video for trainees to write or doodle in their workbooks, you might want to give each person a lump of clay so they can shape something if they want to. Several of our trainees really enjoyed this and it helped to land the key points of this session.



### Session 5: The Church’s big story Prop: Baton

**Purpose:** Encourage the trainees to pass the baton from one person to another each time they hear the name of places, countries, or cities. This helps demonstrate the spread of the gospel. (You could also extend this activity with a giant world map and sticky dots. Each time someone has passed the baton on, they find the place on the world map and place their sticker on that location.)



## Devotional session 2: The valley

**Props:** Lengths of wood (a cut up curtain pole works well!) and permanent markers

**Purpose:** Markings on a shepherd's staff would testify to the faithfulness of God and the battles won in protecting the sheep. Using permanent ink to mark a length of wood with examples of God's works in our lives enables us to visualise a timeline of His faithfulness to us.



## Devotional session 3: The table

**Communion:** Juice\*, bread, a tablecloth and place names.

**Purpose:** Breaking bread together as a group, ideally with generous pieces of bread and cups of juice, rather than tiny cups and wafers, because this session focuses on the feast that the Shepherd prepares for us.

\*We suggest juice rather than wine in case you have people in recovery from alcohol addiction on your **Formed** course.



## Session 25: Body of Christ

**Prop:** Lots of post-it notes

**Purpose:** This session brings **Formed** to an end by encouraging the trainees to 'call out' the gifts in each other, and take seriously the gifting that others see in them.

Before the session, we suggest copying the gifts listed on the next page onto separate post-it notes and stick them around the room for inspiration.

The post-it notes will be placed on the trainee's workbook, so each person needs to make sure their name is clearly displayed on their workbook so that others know where to stick the relevant gifts. The activity involves everyone moving around and takes about 10 minutes, and it might be helpful to have some background music.

The final part of this task is for each trainee to read what others in the group have written on the post-it notes about them, and to pick the five they commit to taking hold of and actively developing. Encourage them to draw around their hand (on the Session 25 page in the workbook) and write those five gifts on their fingers and thumb.

## Session 25 prompt list

Administration	Discernment	Evangelism
Encouragement	Faith	Generosity
Prayer	Help	Hospitality
Mercy	Words of knowledge	Leadership
Pastor/shepherd	Compassion	Healing
Communication	Prophecy	Acts of service
Responsibility	Tongues (and interpretation)	Learner – loves the Word
Worshipper	Disciplined	Positivity
Wisdom	Teaching	Adaptable
Brave	Empathy	Just
Love	Patient	Self-control
Humble	Faithful	Loyal
Peace	Listener	Joy
Servant-hearted	Kindness	Gentle

Notes...

.....



## Your next Formed leaders



It's very likely that you will have one or two people in your first **Formed** training programme who could be facilitators for subsequent **Formed** groups, so look out for those who you can invite to lead with you next time.

The Jubilee+ team challenged our trainees saying that we believe each of them could now run **Formed** with two to four people within their own local churches. In turn, these new trainees could be running **Formed** themselves further down the line.

### Follow up

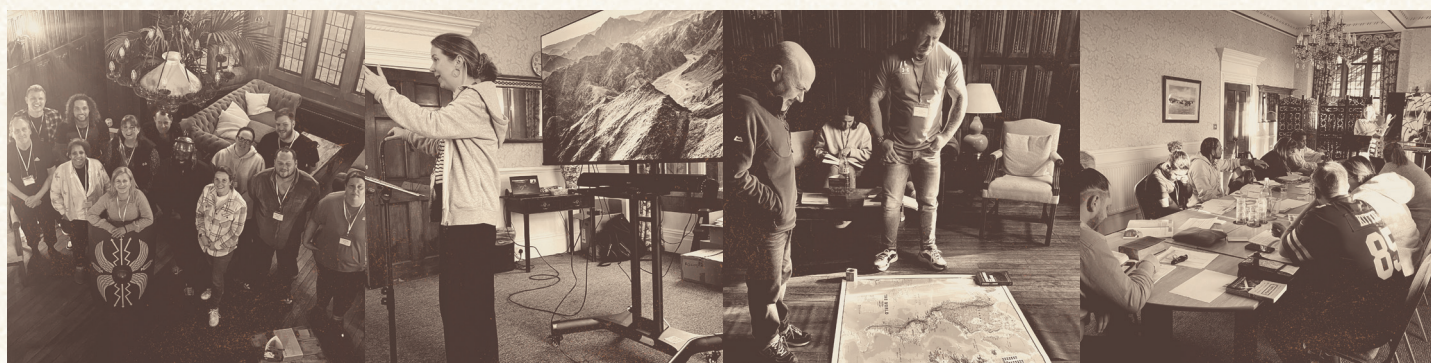
We thoroughly enjoyed building relationship with our **Formed** trainees and were sad to see them go. We felt it was important to continue to cheer them on, so we arranged to meet them all online after six weeks to check-in. It was so exciting to hear about how they were growing as leaders – praying out loud, volunteering to minister to people after meetings, bringing their testimonies, etc.



It is vital for the trainees' ongoing encouragement that you commit to offering them leadership opportunities that will help to embed and develop the work started during **Formed**. We would strongly advise that these opportunities are in place before you invite them onto **Formed**.

## Finally...

The Jubilee+ team is so excited to offer **Formed** to you – may God use it to bless your church as He raises up strong, courageous and inspiring leaders from the margins. We would love to hear how you get on – please send your stories and insights to us at: [admin@jubilee-plus.org](mailto:admin@jubilee-plus.org).





"I've got two brilliant young leaders who have both been on the Formed training for leaders who have recently experienced poverty, and they've come back really energised... Our church is so blessed by the opportunity they have had to grow and develop."

~ OLI  
Church leader

"Incredibly proud of Margz, who stepped out of her comfort zone to preach on Sunday, something she would never have imagined doing prior to attending Formed. She smashed it!"

~ TOM  
Margz's church pastor

Notes...





[jubilee-plus.org](http://jubilee-plus.org)

[/jubileeplus](#)   

**proximity\_**

With thanks from Jubilee+ to Proximity for supporting us  
in developing the Formed resource for wider use.