



ELDER KEITH J. WALKER



FIELD MAUAL FOR APOSTOLIC PENTECOSTAL FIVEFOLD ELDERS

Lead Like a Five-Star General

Written by
Elder Keith Joel Walker

whpctuttle.com

Training, Mentoring and Deploying Soldiers of the Cross of Calvary

Contents

- 1. Introduction
- 2. The 20-Point Manual: How a Five-Star General Thinks and Acts as a Fivefold Elder
- 3. Practical Implementation Checklist (First 90 Days)
- 4. Metrics to Track (Quarterly)
- 5. Tone and Leadership Posture
- 6. Ten Concise Principles Describing How a Successful General Thinks and Acts
- 7. Closing / Acknowledgements

Introduction

Think like a five-star: combine strategic clarity, disciplined systems, and relentless training with apostolic vision, Spirit-empowered ministry, and pastoral care. The result is a church that is mission-focused, resilient, reproducible and deeply pastoral. This manual maps the mindset and methods of a seasoned general into practical application steps for an Apostolic Pentecostal Fivefold elder and the local church. Use it to train, mentor and deploy "soldiers of the Cross of Calvary."

The 20-Point Manual: How a Five-Star General Thinks and Acts as a Fivefold Elder

Each point below gives the general's mindset and clear application steps the elder and leadership team can use.

Clarity of Mission (Mission Command)

- General: Articulates a single, simple, non-negotiable objective so every unit knows why it exists.
- Elder/Application: Define and communicate the church's mission statement (evangelism, discipleship, social service, Oneness message). Post it visibly, preach it, and require every ministry plan to show how it advances the mission.

1. Strategic Vision & End State

- General: Establishes the desired end state and works backward to allocate resources.
- Elder/Application: Create a 3–5 year church strategy (evangelism targets, training centers, schools). Break into annual goals for outreach, discipleship cohorts, and vocational training outcomes.

2. Intelligence & Context Awareness

(Reconnaissance)

- General: Constantly gathers information on terrain, friendly forces, adversaries, civilians and politics.
- Elder/Application: Maintain local context briefings—community attitudes, religious sensitivities, legal limits on proselytism, needs assessments for schools/clinics. Use surveys and local leaders' reports weekly/monthly.

3. Decisive, Timely Decision-Making

- General: Makes timely decisions with imperfect information; avoids paralysis.
- Elder/Application: Set decision timelines for key actions (e.g., new outreach, land acquisition). Use a simple risk threshold and act, adjusting as needed.

4. Operational Planning & Phased Execution

- General: Plans in phases with contingencies and clear milestones.
- Elder/Application: For projects (campus build, training program) publish phased plans: feasibility fundraising land design construction launch. Assign milestone owners and review monthly.

5. Training Discipline & Continuous Drills

- General: Trains relentlessly with realistic drills; muscle memory wins in stress.
- Elder/Application: Institute regular training cycles: discipleship bootcamps, evangelism role-plays, teacher pedagogy labs, nursing practicals. Hold quarterly "field days" where teams practice outreach and marketplace evangelism.

6. Doctrine & Standard Operating Procedures (SOPs)

- General: Writes doctrine/SOPs so units act consistently under stress.
- Elder/Application: Produce ministry SOPs: child protection, visitation, altar ministry procedures, healing ministry guidelines, and adult education delivery standards. Train staff on SOPs and include them in onboarding.

7. Mentoring & Apprenticeship (Leader Development)

- General: Builds junior leaders through mentorship, assessments and graded responsibilities.
- Elder/Application: Create a five-fold apprenticeship track (Apostle/Prophet/Evangelist/Pastor/Teacher) including supervised field assignments, mentoring relationships, and competency checklists. Promote based on demonstrated fruit, not merely tenure.

8. Team Selection & Command of Competence

- General: Selects leaders for competence and character; removes unfit elements quickly.
- Elder/Application: Use structured interviews, background checks, references, practical trials and spiritual character assessments when appointing staff. Implement probationary periods.
- 9. Delegation with Intent (Mission-Type Orders)
- General: Delegates authority with clear intent, allowing initiative at lower levels.
- Elder/Application: Give ministry leaders a clear objective (e.g., "plant three small groups in 6 months"), resources and discretion to act. Evaluate by results and make corrections, not micromanagement.

10. Logistics & Resource Management

- General: Ensures supply, maintenance and sustainment of operations.
- Elder/Application: Build reliable systems for finances, facility maintenance, school resources and supplies. Maintain minimum reserves (e.g., 3 months operating). Track asset inventories and maintenance schedules.

11. Morale, Worship & Esprit de Corps

• General: Maintains morale through visible

leadership, ritual, and care.

• Elder/Application: Prioritize worship quality, pastoral care, fellowship events and rest for leaders. Celebrate victories, baptism testimonies and job placements from vocational training regularly.

12. Discipline & Accountability Systems

- General: Enforces discipline fairly; clear rewards and consequences.
- Elder/Application: Implement a code of conduct, performance reviews, and a transparent grievance process. Address misconduct rapidly with restorative but firm measures.

13. Risk Assessment & Contingency Planning

- General: Identifies risks and prepares contingencies (evacuation, reserve forces).
- Elder/Application: Create contingency plans: security incidents, legal threats, funding shortfalls. Train staff in emergency response, child-safeguarding breach response and evacuation protocols.

14. Spiritual Warfare & Prayer Operations

- General: Plans coordinated operations; a church general plans spiritual operations.
- Elder/Application: Schedule coordinated prayer

campaigns before outreach, sustained intercession for training cohorts, and training in deliverance/healing that is biblically governed and safe. Pair prayer with practical outreach steps.

15. Community Relations & Cultural Intelligence

- General: Builds good relationships with locals, mediates disputes, wins hearts.
- Elder/Application: Maintain regular dialogue with community and religious leaders. Provide non-coercive community services (schools, clinics, vocational training) that build trust and allow witness by Christlike service.

16. Safeguarding, Ethics & Legal Compliance

- General: Protects troops and civilians, follows lawful orders and rules of engagement.
- Elder/Application: Enforce child protection policies, staff vetting, data privacy, and compliance with local NGO/education law. Train staff on legal boundaries for proselytizing, especially in sensitive contexts.

17. After Action Review (AAR) & Continuous Improvement

• General: Conducts frank debriefs to capture lessons

and improve performance.

• Elder/Application: After outreach, training cycles, or events run AARs: what went well, what didn't, recommendations. Record lessons and update SOPs and curricula.

18. Succession Planning & Reproducible Pipelines

- General: Builds leaders to replace casualties and expand operations.
- Elder/Application: Create succession maps for key roles and a reproducible "campus kit" (blueprints, curriculum, HR templates) so new churches/schools can be launched by trained teams.

19. Partnerships, Alliances & Strategic Networking

- General: Leverages alliances for force multipliers (logistics, intelligence).
- Elder/Application: Form strategic partnerships with local churches, denominations, NGOs, vocational accreditation bodies, and donors. Use partnerships for accreditation, training, funding and local legitimacy.

20. Practical Implementation Checklist (First 90 Days)

• Publish a one-page mission statement and three

strategic priorities.

- Create an SOP folder: child protection, altar ministry, visitation and outreach SOPs.
- Launch a quarterly training calendar (discipleship bootcamp, evangelism drills, teacher training).
- Begin mentorship pairs and an apprenticeship intake of 5–10 trainees.
- Start monthly AAR meetings with ministry leaders and record lessons.
- Secure basic contingency plans (security, data backups, emergency contact tree).
- Open a partnerships file with potential vocational/ health/education partners.

Metrics to Track (Quarterly)

- Number trained in vocational programs; job placement rate after 6 months.
- Number of new disciples multiplying into small groups.
- Staff competency scores from practical assessments.
- Community service outputs (clinic visits, adult learners).
- Financial runway (months of reserve) and donor retention.

Tone and Leadership Posture

Combine apostolic boldness with pastoral humility. Be strategic like a general but pastoral like a shepherd—ready to correct, protect, equip and send. Expect the Spirit to lead, but build robust systems so the movement thrives under pressure.

Ten Concise Principles Describing How a Successful General Thinks and Acts

1. Clarity of mission and intent

- Thinks in terms of a clear, simple objective and communicates the end state and purpose so subordinates can act when circumstances change.
- Action: Issue orders that explain why, not just what, so initiative aligns with the mission.

2. Strategic vision and prioritization

- Sees the big picture, aligns tactical actions to strategic goals, and prioritizes resources to the decisive point.
- Action: Identify one or two center-of-gravity tasks and focus effort there.

3. Decisiveness and timely decision-making

• Makes well-informed decisions quickly; understands that imperfect decisions made early often beat perfect ones made too late.

• Action: Set decision deadlines and accept calculated risk rather than paralysis.

4. Situational awareness and information advantage

- Maintains continuous, layered understanding of friendly, enemy, terrain, and political factors; values timely intelligence and accurate reporting.
- Action: Create reliable feedback loops and verify key assumptions constantly.

5. Adaptability and flexibility

- Expects plans to change; builds contingencies and empowers forces to exploit opportunity and survive setbacks.
- Action: Train units to operate under mission command and rehearse alternate courses.

6. Calculated boldness and risk management

- Balances aggressive action with prudent risk control—knows when to press advantage and when to conserve strength.
- Action: Use reserves and tempo to seize initiative while preserving the ability to respond.

7. Logistics and sustainment focus

- Recognizes logistics as the backbone of operations; plans operations that can be supported and sustained.
- Action: Assess supply lines, maintenance, and personnel replacements before committing major actions.

8. Lead by example and moral courage

- Demonstrates personal courage, ethical standards, and accountability; earns trust through consistent behavior.
- Action: Take responsibility for failures, share credit for success, and maintain visible leadership in hard times.
- 9. Empowerment, delegation and building competent teams
- Selects, trains and trusts capable subordinates; delegates authority with clear intent and holds people accountable for results.
- Action: Put the right leader on the mission, give them space to act, and monitor outcomes rather than micromanage.
- 10. Communication, cohesion and morale maintenance
- Communicates honestly, frequently and

purposefully to sustain unit cohesion, public support and morale.

• Action: Keep troops informed about purpose, progress and hardships; invest in welfare and esprit de corps.

Closing / Acknowledgements

My manual is written for elders, leaders and ministries committed to training, mentoring and deploying faithful, competent servants of Christ who can serve their communities and make disciples under pressure. Use the principles and applications here as a foundation; adapt them to your context, legal environment and the leading of the Holy Ghost.