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# **Note for Leaders**

We have collected videos and resources to help you lead your group. Scan any QR code in the guide or visit www.trinitybaptistfindlay.com/mulitply.

# **Overview**

# "Follow me, and I will make you fishers of men." Matthew 4:19

When Jesus invited the disciples into a discipleship relationship, it came with a twofold expectation. First, they were to "follow Jesus." Second, they were called to become "fishers of men."

There are two hinge moments in following Jesus. Discipleship begins when someone recieves Christ as Savior. Leadership starts the first time that someone realizes God can use them.

Discipleship never ends with us; we are always called to pass it on to others. Every believer is not just called to follow Jesus but also called to lead others to do the same.

This group has helped you better follow Jesus, but it also has been preparing you to help others grow too. Just as someone has invested in you, you now must go and invest in others so that they can experience the same life change that you have.

Whether you are young or old in your faith, or if leading others is new or familiar, we are all called to help others meet Jesus and grow in their relationship with him. This guide will help you see the value you can bring to others, and create a plan that helps you invest in others in the way only you can.

# **Leadership Star Overview**

This Discipleship Group Multiply Guide will facilitate five discussions through one tool we call the **Leadership Star**. The goal is to help you create a leadership plan that helps you reach the people in your life in the only way you can. Each point of the star provides a next step to help you create and start a one-of-a-kind plan.





# **MY PURPOSE**

In our first conversation, we will identify My Purpose. Every believer is called to glorify God and make disciples. The purpose behind our leadership always points to these two big ideas. In this section, we want to ask the question "How do you uniquely fulfill that purpose?"

The question "What would Jesus do?" is a good question to ask in life. A better question to ask is, "What would Jesus do if he were me?" What would Jesus do if he had your passions and abilities? If he had your story? If he had your friend circles, your 9–5, your neighborhood?

In the first part of the Leadership Star, we want to personalize your purpose. We want to help you look at how you could leverage your story, passions, and abilities to make disciples in the best way you can and to the people that you are best positioned to reach.

When we do this, we begin to see how much value God has given us and what we can give to others.



## **MY PEOPLE**

In the second conversation, we will name My People. Jesus' model of leadership shows us the value in being focused on who you will give your best time and energy to. In this step of the process, we are going to help you identify the people God is calling you to reach.

Jesus was the most productive person to ever walk the planet. The reason is that he never stepped outside of the Father's provision for his life. He looked for where the Father was working and joined in.

Every individual not only has a unique purpose for their life but also has a unique group of people they are called to reach. Every person has a circle of influence they can reach with the Gospel. The question is, in the upcoming season of your life, who is it?



# THEIR PRIORITY AND POTENTIAL

In the third conversation, we will cover two points of the Leadership Star. We will turn our attention from ourselves to the people we want to reach. With My People identified, we need to ask to discuss what is Their Priority and Potential.

In love, Jesus always meets people where they are, and in faith and hope, he calls them to the better future that God has for them.

In this session, we must look at the people we are trying to reach and learn what their priority is today. What common ground can we find? What immediate value can we bring to their life?

From there, we begin to dream and pray toward what could be in their life. Over the next six months and the next six years, what would their life look like if they began to seek and follow Jesus?



# **OUR PLAN**

The fourth conversation is about putting it all together. Once you know My Purpose and My People and you know Their Priority and Potential, it's time to create Our Plan.

Who you are and who you are trying to reach influences the type of plan you need.

In this session, we will help you choose which type of plan you need to have the greatest impact and begin to lay out all the details to get started.

At the end, you will have a personalized plan to make an impact in the way only you can.

Once you have completed the Leadership Star and have your Leadership Plan, the fifth conversation is a celebration of how God has moved in this Discipleship Group and praying over the new opportunities that each group member is moving toward.

# **Leader Preparation**



TIMELINE: 7-12 WEEKS BEFORE YOU MULTIPLY



# SCAN THE QR CODE

for videos, handouts, and additional resources to help you lead your group.

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### Note

The Leader Preparation section provides support and resources to help the leader prepare for each discussion. This is NOT an expectation for every member to complete beforehand.

# Conversation 1 My Purpose





# **GROUP DISCUSSION**

When is the first time you felt like God could use you?



# **MY PURPOSE OVERVIEW**

When Chevrolet employees were creating the Corvette, what vision do you think they had in mind? When Ford employees were creating the Bronco, what vision do you think they had in mind?

Could you imagine a Bronco that never went off road? Or a Corvette that never went above the speed limit? How much joy would be missed. Or could you imagine how frustrated you would be if you tried to go off road with a Corvette or race with a Jeep? You probably wouldn't be very successful.

A creation's design is made with a future impact in mind. And the joy and impact that that creation makes is often tied to how much it is living within its design.

The question is, "What impact did God have in mind when he created you?"

As Christians, we all have the same purpose, to glorify God and make disciples, but each of us has a unique way in which we do that. Paul describes it this way:

For we are his workmanship, created in Christ Jesus unto good works, which God hath before ordained that we should walk in them. -Eph 2:10

Workmanship means "masterpiece." It speaks to the truth that you are one of a kind. There is no one like you.

You have a unique story, passion, and ability. And with this unique design, it comes with the potential for a one-of-a-kind impact. God created you and prepared good works for you.

Far too often, we don't make the connection between how God wired us and how we could leverage our uniqueness to have the greatest impact. Instead, we look at how others make an impact and we just try to copy them.

We end up looking like a Corvette going off road or a Bronco that never leaves the pavement. The result is that we feel unfulfilled and ineffective.

In the first step to creating your personalized Leadership Plan, we need to uncover the value that you uniquely bring. One of the biggest reasons people don't make disciples is because they don't think they have something valuable to share.

But the creator of the universe made you one of a kind. You just have to discover your uniqueness and how to leverage it to better invest in those around you.

Your uniqueness is found at the intersection of your story, passions, and abilities. We want to look at each of these and see how you could leverage these for a greater Gospel impact.

How could you leverage the high and hard times of your story to help others who may face similar experiences? Or, how could you use a passion that God has given you to connect to others? Or, what abilities do you have that would benefit others?



# **GROUP DISCUSSION**

# YOUR STORY:

What experiences have you had that would benefit others? (NOTE: Consider high and hard times and/or unique experiences that others haven't had.)

### YOUR PASSIONS:

What passions do you have that may help you connect with others?

# YOUR ABILITIES:

What skills do you have that would benefit others?

With your story, passions, and abilities in mind, begin to think about the impact you could have in the lives around you. How could you leverage one or all of these things to help make an impact for the Lord?



# SIX-WORD CHALLENGE

A lot can be said in just a few words. Jesus looked at his disciples and said, "Follow me, and I will make you fishers of men." This simple phrase compelled these men to drop their livelihoods and follow Jesus for the rest of their lives ... even to the point of death.

If you were to invite someone to spend time with you, how would you say it? If you were to give a personalized call for why people should follow your leadership, what would it be? This exercise challenges you to come up with this call in just six words.

For the sake of this exercise, Jesus' six-word call would be ... "I'll make you fishers of men." It was compelling and contextualized. He didn't say "Let me disciple you" or "Join my D-Group." He spoke the language that resonated with fishermen.

Every believer could have a six-word call like "Follow me as I follow Jesus" or "I'll teach you to follow Jesus." This is the purpose for every disciple-maker. Move beyond this and personalize this call to your life. How could you incorporate your story, passions, or abilities?

When you can provide your six-word call, it will begin to help you and those you lead see the value that God has put in you and the impact he will make through you.

## MY SIX-WORD LEADERSHIP CALL

The unique value I can bring...

# **EXAMPLES**

Russell: I will help you trust again.

Vick: Let's design your God-given dreams together.

Eric: I'll help you overcome your doubts.

Jeff: Let's leave a legacy that matters.

Stephanie: Let's find your "why not me?"

Over the next week, refine this statement and reflect on the unique impact you can have on those you lead. Come ready to share with the group your six-word call.

# **Leader Preparation**



TIMELINE: 6-10 WEEKS BEFORE YOU MULTIPLY



# **SCAN THE QR CODE**

for videos, handouts, and additional resources to help you lead your group.

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### Note

The Leader Preparation section provides support and resources to help the leader prepare for each discussion. This is NOT an expectation for every member to complete beforehand.

# Conversation 2 My People



# **GROUP DISCUSSION**

- 1. What is your six-word call?
- 2. How do you believe you could leverage your story, passions, and abilities to help others follow Jesus?



# **MY PEOPLE OVERVIEW**

Jesus has called every person to make disciples. The reason that people don't do this is rarely because they don't believe in Jesus' command, but because they don't believe in themselves.

People struggle to step into opportunities to lead others because they don't think they have anything valuable to bring or anyone to bring that value to.

If our first conversation helped you see the value you bring, the second conversation helps you identify whom you need to bring that value to.

Jesus was the most productive person to ever walk the planet. The reason is that he never stepped outside of the Father's provision for his life. He looked for where the Father was working and joined in. We want to follow that example and see where God is working and how we can join in.

Every individual not only has a unique purpose for their life but also has a unique group of people that they are called to reach in any given season. Every person has a circle of influence that they can use to reach for the Gospel. The question is, in the upcoming season of your life, who is it?

In this conversation, we want to name the PEOPLE you feel God is calling you to invest in for the upcoming season. It may be people in your neighborhood or it may be a community or segment of society (e.g., your neighborhood, recovering addicts, middle school students, etc.).

God will be working in one of or a combination of three things around you: people you meet, passions you have, or problems you see.



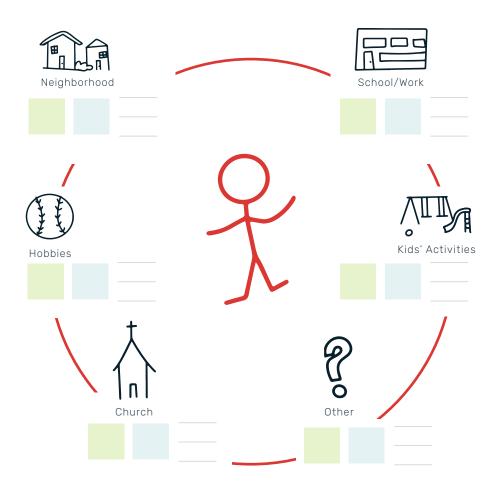
# **MY PEOPLE EXERCISES**

# **PEOPLE YOU MEET**

Think about the people who you see regularly in the different areas of your life. In each green box, write the number of people in that area of your life.

In each blue box, write the number of good relationships you have within that group. A good relationship is one with someone who knows you, likes you, and would help you if you asked.

In the blanks, write the names of the people in that area who you think may be the most beneficial to invest in during the upcoming season.



# **PASSIONS YOU HAVE**

| What are four things that i | nterest or excite you? (E.g., |
|-----------------------------|-------------------------------|
| basketball, connecting wit  | ch people, video games, etc.  |
|                             |                               |
|                             |                               |
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### **PROBLEMS YOU SEE**

What are one or two things that you are burdened by? (E.g., unfulfilled potential, homes without a strong dad, addicts struggling to recover, people who aren't connected, teenagers growing up without a biblical worldview, etc.)

Once you have completed the questions above, take some time to begin to pray and ask, "In the upcoming season, who are you calling me to invest in?"

For the next conversation, plan to bring your answer for who you will invest in in the upcoming season. It may be the names of people in your life or it may be a specific group of people. Below are examples of a few.

In the upcoming season, I will invest in...

# **EXAMPLES**

- Seth. Trevor. Chris. Austin
- My neighborhood
- Christian entrepreneurs
- Unconnected people
- Stay-at-home moms
- Kids/students

# **Leader Preparation**







**NOTES** 

# **SCAN THE QR CODE**

for videos, handouts, and additional resources to help you lead your group.

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### Note

The Leader Preparation section provides support and resources to help the leader prepare for each discussion. This is NOT an expectation for every member to complete beforehand.

# Conversation 3 Their Priority & Potential



# **GROUP DISCUSSION**

- 1. In the upcoming season, who have you named as the people you will invest in? Why did you choose them?
- 2. What do you think those people need the most in the upcoming season?



# THEIR PRIORITY & POTENTIAL OVERVIEW

Now that you have named your people, how will you reach them? The previous two conversations have centered around you. Now that you have named who you want to reach, we need to think from their perspective.

When Jesus invested in people's lives, he met people where they were, but he didn't leave them there. In love, he moved toward people and met them where they were. In hope and faith, he had a Gospel-centered vision for their life and called them to it.

As you look at the people you want to invest in for the upcoming season, we must think how we can meet them where they are today and call them to where we hope they will be tomorrow. The two exercises today will help you do exactly that.



# THEIR PRIORITY

The first thing we need to ask is "What is their priority in life right now?" If you were to ask your people, what would make their lives better, what would they say?

People give their time to the things that they prioritize. When we first start investing in people we must identify what their priorities are and meet them there. Then, we call them to something more.

It is important for you to consider what they would say, not what you want them to say. For example, if they aren't a believer, you would probably say that knowing Jesus personally is what would make their life better, but there is a good likelihood that they don't see that need ... yet.

Take a moment to think about the people you want to invest in. Think about their lifestyle. Consider the things that are going well and the things that aren't.

Below, there are four boxes. They represent different areas of a person's life.

**Health:** Their spiritual, **Work:** Their vocation

emotional, and physical health **Play:** Their hobbies and interests

Love: Their family and friends

List a few things in each box that you think your people would say is a priority for them. Your people believe that this would make their life better. Some boxes may be easier than others, but do your best to provide at least one in each box.

# **EXAMPLE**

**Health:** Prioritize my faith,
Exercise consistently,
Process past hurts

**Love:** Be a better father/ husband, Make new/deeper friendships, Play dates for kids **Work:** Become a better leader, Launch my start-up, Improve relationships with my boss

**Play:** Golf, Basketball, Running, Hiking trips, Guys nights

| Health | Work |  |
|--------|------|--|
|        |      |  |
| Love   | Play |  |
|        |      |  |

# GROUP DISCUSSION

- 1. What did you put for each box?
- 2. Which of those priorities do you see as the easiest for you to connect with and leverage for Gospel impact? Why?

In the box below, write the one or two priorities that you think would be the best bridge for you to use to build a relationship and point them to Jesus?

I will connect with my people through...



# THEIR POTENTIAL

In love, Jesus always met people where they were, but he loved them too much to leave them there. He always called people to something more.

As we think about how to reach our people in the upcoming season, it is important for us to think about where we hope to take them. We need a picture of what transformation will look like.

If God were to work through you and in the lives of your people, how would their lives look different? In the lines below, begin to write what change you hope to see in these people's lives. Think both short-term (six months) and long-term (six years). Give three to five descriptions that include their relationships with God, themselves, and others.

# Example 1

MY PEOPLE: Seth, Tyler, Austin

Six month examples:

THEY ARE ASKING QUESTIONS ABOUT THEIR FAITH

THEY HAVE BECOME A FOLLOWER OF JESUS

THEY AIZE A BETTEIZ DAD

THEY HAVE BEGUN SHAZING THEIZ TESTIMONY WITH THEIZ NEIGHBORS

Six year examples:

THEY ARE DISCIPLING OTHERS

THEY HAVE LED MULTIPLE PEOPLE TO ACCEPT JESUS AS THEIR LORD & SAVIOR

THEY HAVE STARTED THEIR BUSINESS AND LEADING IT WITH A KINGDOM MINDSET

THEY HAVE TALKED WITH THEIR KIDS WEEKLY ABOUT JESUS FOR 3+ YEARS

# Example 2

MY PEOPLE: Christian Entrepreneurs

Six month examples:

THEY ARE SEEING IMPROVEMENTS AT WORK

THEY ARE FINDING BETTER BALANCE AT HOME

THEY ARE PRIORITIZING THEIR FAITH

THEY AIZE CONSIDEIZING HOW THEY WILL USE THEIZ BUSINESS FOIZ KINGDOM IMPACT

Six year examples:

THEY HAVE FOUND A WAY TO BE SUCCESSFUL AT WOTCK AND PIZESENT AT HOME

THEIR BUSINESS IS INCREASING IN REVENUE AND PHILANTHROPIC EFFORTS

THEY HAVE TALKED WITH THEIR KIDS WEEKLY ABOUT JESUS FOR 3+ YEARS

THEY KNOW WHAT TYPE OF LEGACY THEY WANT TO LEAVE BEHIND

| Six months from now, I hope that my people   |
|--|
| Six years from now, I hope that my people  |
| In the box below, insert the two statements you are most passionate about seeing happen: |
| I am praying and leading them to   |

# **Leader Preparation**



TIMELINE: 4-6 WEEKS BEFORE YOU MULTIPLY

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for videos, handouts, and additional resources to help you lead your group.

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### Note

**NOTES** 

The Leader Preparation section provides support and resources to help the leader prepare for each discussion. This is NOT an expectation for every member to complete beforehand.

# Conversation 4 Our Plan





# **GROUP DISCUSSION**

As you pray about what God is doing in your life and the lives of those you want to reach, what gets you most excited?



# **OUR PLAN OVERVIEW**

Now that you have discovered MY PURPOSE and PEOPLE and identified THEIR PRIORITY and POTENTIAL, we can now develop a PLAN.

We need to choose a plan that will help you have the greatest impact for your people.

In the next few pages, we will develop your plan. But first, read through the three types of plans below. This lists the type of plans that may best help you reach your people. There is no right or wrong plan to choose; there is only your plan. You need to figure out which plan best reaches your people.

**Established Plans** are leadership roles that already exist in your church. The church hosts opportunities that you could join that would allow you to reach your people. For example, maybe you want to reach high school students. Your church most likely has a student ministry where you could invest in a group of students. Or, if you wanted to reach certain friends in your church, maybe there is a small-group opportunity that you could lead and invite them into.

Other opportunities may be (but are not limited to) guest services, kids ministry, student ministry, worship, sunday school, and more. If you aren't fully aware of all the opportunities that your church has, reach out to a staff member and see what is available. What's most important is that you find a role that helps you reach the people you feel called to invest in this upcoming season.

**Guided Plans** are the best type of roles if the people you want to invest in are located in your circles of influence. These are leadership opportunities that you take more initiative and ownership of to reach.

People often step into these roles when they feel called to reach people in their circles of influence who may or may not be involved in the church. The most common example of this is to lead a Discipleship Group, like the one you have been in, for people in your life who need it. A second option for this may be to do a more evangelistic-type group if there are people in your life who don't have an active relationship with Jesus or a church. For example, maybe you would want to start a weekly hangout and book club with stay-at-home moms in your neighborhood as a way to develop relationships and start talking about Jesus with them.

Though these roles require more initiative to start, their impact is tremendous because the people they impact are ones who may be reached only through you. You are better able to reach these people than the church, because you have the relationship.

You can find additional resources for Discipleship Groups and Evangelism Groups on page 32.

**Customized Plans** are all about creating something new. God may have placed a unique vision or opportunity in front of you that you need to step into. These roles are all about reaching the people who God has called you to in the way only you can.

Maybe you are burdened for recovering addicts and you want to start a retreat center. Or you have a passion and skill for fitness and nutrition and you want to start a business that helps people grow physically and spiritually.

The only limitation to this type of role is your imagination. These plans are often inspiring and intimidating. But if God is placing something on your heart, maybe a customized plan is what you need to create to reach your people.

| То | To reach my people, I need to   |  |  |  |  |  |  |  |
|----|---|--|--|--|--|--|--|--|
|    | Join a leadership role in my church (adults, students, kids, guest services, worship, etc.) |  |  |  |  |  |  |  |
|    | Start a group to reach my people<br>(Discipleship Group or Evangelism Group)                |  |  |  |  |  |  |  |
|    | Create a ministry (start a personal business, start a ministry, etc.)                       |  |  |  |  |  |  |  |



Fill out your Leadership Plan below with the blanks filled in throughout this guide.

| MY LEADERSHIP PLAN                                     |   |
|--|---|
| The people I will invest in are                        | List the people you will invest in (from pg. 15)                      |
| The unique value I will bring is                       | List your six-word leadership call (from pg. 11)                      |
| I will connect with them through                       | List what you will connect with your people through (from pg. 19)     |
| I am praying and leading them to                       | List what you are praying and leading your people to do (from pg. 21) |
| To accomplish this, I am planning to join/start/create | List your plan type (from pg. 24)                                     |
| In the next thirty days, I will                        |   |

| JASON'S LEADERSHIP PLAN                                |   |
|--|---|
| The people I will invest in are                        | List the people you will invest in (from pg. 15)  UNCONNECTED + LONELY  |
| The unique value I will bring is                       | List your six-word leadership call (from pg. 11) ['LL HELP YOU FIND YOUR PLACE  |
| I will connect with them through                       | List what you will connect with your people through (from pg. 19)  -MAKING A FRIEND  -BEING PART OF A GROUP           |
| I am praying and leading them to                       | List what you are praying and leading your people to do (from pg. 21)  -FOUND A CHUIZCH HOME  - HELPING OTHETZS GTZOW |
| To accomplish this, I am planning to join/start/create | List your plan type (from pg. 24)  ESTABLISHED — GUEST  SERVICES COORDINATOR  |
|  |   |

In the next thirty days, I will...

MEET WITH OUTZ CONNECTIONS MINISTETZ ON HOW I CAN MOVE FIZOM SETZVING AS A DOOTZ GTZEETETZ TO HELPING LEAD

| SARAH'S LEADERSHIP PLAN                                |  |
|--|--|
| The people I will invest in are                        | List the people you will invest in (from pg. 15) JULIE, KATIE, CHELSEA   |
| The unique value I will bring is                       | List your six-word leadership call (from pg. 11) LET'S CTZEATE YOUTZ FAMILY'S SPITZITUAL LEGACY  |
| I will connect with them through                       | List what you will connect with your people through (from pg. 19)  -MAKING TIME FOR JESUS AS A BUSY MOM  -HAVING SPITZITUAL CONVETZSATIONS W/ KIDS |
| I am praying and leading them to                       | List what you are praying and leading your people to do (from pg. 21)  —TALKING DAILY AROUT JESUS IN HOME  —STIZONGEST SPIZITUALLY THEY HAVE FELT  |
| To accomplish this, I am planning to join/start/create | List your plan type (from pg. 24)  GUIDED — DISCIPLESHIP GTZOUP  |
| In the next thirty days, I will                        |  |

I WILL INVITE JULIE, KATIE, AND CHEISEA TO JOIN MY D-GTZOUP STATZTING JANUATZY /ST

| JESSE'S LEADERSHIP PLAN                                |  |
|--|--|
| The people I will invest in are                        | List the people you will invest in (from pg. 15) PEOPLE WANTING TO GET HEALTHY   |
| The unique value I will bring is                       | List your six-word leadership call (from pg. 11) LET'S GET PHYSICALLY AND SPIRITUALLY STRONG   |
| I will connect with them through                       | List what you will connect with your people through (from pg. 19)  - LOSING WEIGHT  - でもないいのでのアントリアのアント                                    |
| I am praying and leading them to                       | List what you are praying and leading your people to do (from pg. 21)  HEALTHY HABITS  GIVING EQUAL ATTENTION TO TZELATIONSHIP  WITH JESUS |
| To accomplish this, I am planning to join/start/create | List your plan type (from pg. 24)  CUSTOMIZED — STARZT MY  COACHING BUSINESS   |

In the next thirty days, I will...

I WILL CREATE A COACHING PLAN THAT INCORPORATES BIBLE READING AND PRAYER



# GROUP DISCUSSION

Share your Leadership Plan. What are you most excited about?

# **Leader Preparation**

**TIMELINE: LAST WEEK TOGETHER** 



NOTES

# **SCAN THE QR CODE**

for videos, handouts, and additional resources to help you lead your group.

| HOTES |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
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| •     | • | • | • |   |   |   |   | • | • | • |   |   |   | • | • |   |   | • |   |
| •     | • | • | • |   |   |   |   | • | • | • |   |   |   |   |   |   |   | • |   |
| •     | • | • | • |   | • | • | • | • | • | • |   |   | • |   |   | • |   |   |   |
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### Note

The Leader Preparation section provides support and resources to help the leader prepare for each discussion. This is NOT an expectation for every member to complete beforehand.

# Conversation 5 Celebrate & Commission

# GROUP DISCUSSION

- 1. How has this group been with you through the peaks and valleys during this season?
- 2. How have you seen other members in your group grow during this season?

# WHY WE MULTIPLY

As you look back at this group and all that God has done through it, there is a lot we can celebrate. As you think about all that the group has meant to you, it is normal to want to stay together and keep meeting. This feeling isn't a bad thing at all. But a question to consider is "Who in your life is being robbed of the blessings you have experienced if you don't step out and invest in that person?"

In Matthew 4, when Jesus invited the disciples to follow him, he challenged them with the expectation that they would become "fishers of men." From the moment Jesus called the disciples to follow him, he made it clear that they were called to reach others and point them to Jesus.

After an incredibly rich three years of walking closely with Jesus, their group came to a moment much like the moment this group is in ... the group needed to multiply. The final words of Jesus were to "go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you..." This charge to multiply would be the charge that started the Early Church and the Gospel movement that we experience 2,000 years later. All because one group stepped out of their comfort zone and brought other people the same blessings they had received.

Our group has the same opportunity today. To multiply the impact we have received by helping others start and grow in their relationship with Jesus.

# GROUP DISCUSSION

- 1. What was your 30-day goal? How is it going?
- 2. How are you feeling about stepping out and leading others?
- 3. What is one way that our group can pray for and support you in the days ahead?

# **NOTES**

