



THE KUFA WAY

How We Lead • How We Treat People • How We Build Together

CULTURE IS WHAT PEOPLE EXPERIENCE

Policies tell us what is permitted. Structure tells us who is responsible. Culture tells people what it feels like to belong here.

COVENANT BEFORE CONTROL.

RELATIONSHIP BEFORE REGULATION.

DEVELOPMENT BEFORE DEPENDENCY.

COLLABORATION BEFORE COMPETITION.



1. Why The KUFA Way Exists

KUFA can have excellent manuals, charters, titles, meetings and programs and still miss its purpose if people do not experience the spirit in which those systems were designed. The KUFA Way is a culture guide. It describes the attitudes, habits and leadership behaviors that should remain recognizable from National leadership to the local church.

This guide does not replace the Leadership & Governance Handbook, bylaws, policies, role-specific manuals or lawful local-church governance. It helps leaders interpret and practice those systems in a way that protects KUFA's relational identity.

THE CULTURE TEST

When people encounter KUFA, they should experience clarity without coldness, organization without heaviness, accountability without humiliation, and relationship without control.

2. Your Ministry Comes First

KUFA exists to strengthen what God has already entrusted to pastors and ministry leaders. Fellowship participation should not require a leader to neglect the congregation, family, calling or community for which that leader is already responsible.

- KUFA should add value to local ministry, not compete with it.
- Leaders should be encouraged to participate according to calling, responsibility and reasonable capacity.
- National, Regional, State and District leaders should respect the calendars, cultures and priorities of local churches.
- No leader should be made to feel disloyal to KUFA for responsibly prioritizing a legitimate local-ministry obligation.
- KUFA opportunities should be presented as pathways for strengthening ministry, relationship and Kingdom impact - not as tests of personal loyalty.

OUR POSTURE

We do not ask pastors to build KUFA at the expense of their churches. We build KUFA so pastors and churches can be stronger.

3. Covenant Before Control

KUFA is built on covenant relationship. Covenant creates mutual responsibility, trust, integrity and shared purpose. Control attempts to secure compliance by unnecessarily limiting another leader's God-given responsibility.

- We clarify expectations instead of relying on hidden rules.
- We correct with dignity rather than embarrassment.
- We distinguish organizational accountability from personal domination.
- We do not use titles, access, credentials, money or relationships as leverage to force conformity.
- We respect the lawful governance and appropriate autonomy of affiliated churches and ministries.



4. Relationship Before Regulation

Structure matters, but people should not hear from KUFA only when a report is due, money is needed, a meeting is scheduled or something has gone wrong.

- Know people beyond their titles.
- Celebrate pastoral anniversaries, ministry milestones, family moments and victories.
- Check on leaders during grief, illness, transition and difficult seasons.
- Return meaningful communication in a reasonable time.
- Build enough relationship that correction, accountability and difficult conversations occur within a context of trust.

THE THREE R's

RELATIONSHIP. RELATIONSHIP. RELATIONSHIP.

5. Development Before Dependency

Healthy leaders do not make themselves indispensable. KUFA leaders should continually develop other leaders who can think, serve, decide, organize and eventually succeed them.

- Do not merely delegate tasks; develop people.
- Explain the why, not only the assignment.
- Give capable leaders room to lead within clear boundaries.
- Offer feedback early enough to help someone succeed.
- Build teams so no ministry depends on one person's constant availability.
- Prepare successors before transition becomes an emergency.

THE JETHRO PRINCIPLE

Sustainable leadership distributes responsibility to capable people. No Overseer should carry a jurisdiction alone simply because the leader is willing to work hard.

6. Collaboration Before Competition

KUFA is strengthened when churches, pastors, ministries, auxiliaries and professionals can contribute without feeling that another person's success diminishes their own.

- Share resources when appropriate.
- Celebrate what another ministry does well.
- Do not recruit against one another or undermine existing pastoral relationships.
- Refer needs to the ministry or professional best equipped to address them.
- Give credit generously and avoid territorial behavior.
- Build partnerships that create more value for pastors and communities than isolated effort could produce.

7. Leadership Guidance - Not Control

Overseers are assigned to serve, strengthen, connect, develop and provide appropriate guidance. Oversight is not ownership.



- Regional Overseers strengthen State/Territorial Overseers rather than becoming super-State Overseers.
- State Overseers develop the State and its District system rather than personally controlling every pastor.
- District Overseers maintain the closest geographic pastoral relationship without becoming pastors over pastors' churches.
- National leadership protects KUFA-wide vision, standards and reserved responsibilities while making room for healthy local expression.

GEOGRAPHY DEFINES RESPONSIBILITY - NOT OWNERSHIP.

A jurisdiction tells us where we are assigned to serve and develop relationships. It does not tell us whom we own.

8. Standardize the System. Localize the Expression.

Every State, city, congregation and community has culture, and every culture contains subcultures. KUFA should be recognizable everywhere without requiring every place to look, sound or gather exactly the same.

- Standardize identity, ethics, governance, reporting expectations, safeguarding, financial integrity and approved organizational processes.
- Localize fellowship style, relationship-building methods, meeting formats, music, hospitality, outreach approaches and other expressions where appropriate.
- Listen before importing a model from another State or District.
- Ask what will serve the people in that jurisdiction while preserving KUFA's identity and standards.

9. Capacity Before Complexity

KUFA does not need to activate every possible office, auxiliary, committee, event or program on day one. Structure should grow in response to real people, real needs and qualified leadership.

- Do not fill titles simply because a position exists on a chart.
- Build with builders.
- Start with what can be done well and expand responsibly.
- Right-size gatherings, budgets and programs to actual capacity.
- Mark developing areas as OPEN, DEVELOPING or FUTURE rather than forcing premature appointments.
- Do not create financial strain to make a new jurisdiction appear more established than it is.

OUR DEVELOPMENT POSTURE

We are not rushing the vision. We are stewarding people.

10. Feedback Before Failure

Leaders should not have to fail publicly before learning that expectations were unclear or performance needed adjustment.

- Orient people before evaluating them.
- Define responsibilities, authority and reporting relationships.
- Check in during the assignment, not only at the end.



- Correct privately and constructively whenever circumstances permit.
- Document significant expectations and decisions.
- Distinguish a training need from a character problem, and distinguish both from a simple mismatch of gifts and assignment.
- When realignment is needed, seek the place where a person's gifts can serve most effectively.

11. Integrity Is More Than Avoiding Scandal

Integrity means KUFA should become increasingly consistent between what it says, what it promises and what people actually experience.

- Handle money transparently and according to approved processes.
- Protect confidential information.
- Disclose conflicts of interest.
- Do not use care relationships as sales funnels or opportunities for personal gain.
- Use titles and credentials accurately.
- Keep commitments or communicate promptly when circumstances change.
- Protect organizational assets, intellectual property and the KUFA name.
- Address misconduct and safeguarding concerns responsibly rather than protecting reputation at the expense of people.

12. Build an Environment People Want to Belong To

People remain connected where they are respected, useful, known and able to see themselves in the vision. KUFA should never confuse retention with control. Belonging is cultivated through meaningful relationship and shared purpose.

- Invite participation instead of hoarding opportunity.
- Help people identify where their gifts fit.
- Make room for multiple generations of leaders.
- Do not make new people feel like permanent outsiders.
- Create pathways for emerging leaders to learn and serve.
- Let gatherings contain fellowship, encouragement and value - not only business.
- Remember that organizational culture is communicated in small interactions as much as in major events.

THE ENVIRONMENT PRINCIPLE

Don't just build an organization. Build an environment people want to belong to.

13. The Five Pillars in Everyday Leadership

PILLAR	MEANING	CULTURE QUESTION
T.O.U.C.H.	Teaching • Outreach • Unity • Church Support • Healing	Ask: Are people and communities being strengthened through ministry impact?



PILLAR	MEANING	CULTURE QUESTION
C.A.R.E.S.	Covenant • Access • Resources • Empowerment • Support	Ask: Are relationships opening doors to meaningful support and Kingdom connection?
A.D.V.A.N.C.E.	Alignment • Development • Vision • Accountability • Networking • Care • Execution	Ask: Are leaders becoming more prepared, aligned and effective?
I.N.T.E.G.R.I.T.Y.	Identity • Nobility • Transparency • Ethical Leadership • Godly Accountability • Responsibility • Influence • Trustworthiness • Yieldedness	Ask: Are we becoming the kind of leaders people can trust?
U.N.I.T.Y.	United in Purpose • Networking in Relationship • Interdependence • Togetherness in Kingdom Service • Yielded to Christ	Ask: Are we working together without erasing healthy differences?

14. How We Handle Disagreement

Unity does not mean the absence of disagreement. Healthy fellowship requires enough maturity to disagree without destroying relationship.

- Seek understanding before assigning motive.
- Address concerns as close to the relationship as reasonably possible.
- Avoid public escalation when private conversation is appropriate.
- Do not weaponize group chats, social media, pulpits or organizational influence.
- Use appropriate leadership pathways when a matter cannot be resolved locally.
- Prioritize truth, reconciliation, safety and organizational integrity rather than artificial peace.
- Allow honorable transition when continued alignment is no longer possible.

15. How We Leave Matters

KUFA should be judged not only by how people enter, but also by how relationships are handled when assignments change, leaders transition or affiliation ends.

- Seek clarity and reconciliation where possible.
- Transfer responsibilities, records, funds and organizational assets appropriately.
- Do not retaliate against leaders who make lawful, good-faith transitions.
- Do not rewrite a person's entire history because one season ended.
- Protect confidentiality and avoid unnecessary public conflict.
- Leave room for future relationship when circumstances permit.



16. The KUFA Leadership Self-Check

- ☐ Am I strengthening people's ministries or adding unnecessary burden?
- ☐ Do the people I oversee hear from me when I do not need something?
- ☐ Am I developing leaders or collecting followers?
- ☐ Have I confused my jurisdiction with ownership?
- ☐ Am I giving feedback early enough to help people succeed?
- ☐ Is my team becoming stronger, or more dependent on me?
- ☐ Am I respecting local culture while protecting KUFA standards?
- ☐ Are our finances, communication and decisions trustworthy?
- ☐ Can people disagree with me without fearing retaliation?
- ☐ Am I building something that can continue without me?

The KUFA Way - Our Shared Commitment



Wherever KUFA is present - across Regions, States, Districts, churches, ministries and auxiliaries - these commitments should remain recognizable.

COVENANT BEFORE CONTROL.

RELATIONSHIP BEFORE REGULATION.

DEVELOPMENT BEFORE DEPENDENCY.

COLLABORATION BEFORE COMPETITION.

YOUR MINISTRY COMES FIRST.

BUILD WITH BUILDERS.

CAPACITY BEFORE COMPLEXITY.

GEOGRAPHY DEFINES RESPONSIBILITY - NOT OWNERSHIP.

LEADERSHIP GUIDANCE - NOT CONTROL.

THE KUFA WAY • How We Lead • How We Treat People • How We Build Together



KINGDOM UNITY FELLOWSHIP ALLIANCE, INC. | CULTURE & LEADERSHIP

STANDARDIZE THE SYSTEM. LOCALIZE THE EXPRESSION.

DON'T JUST DELEGATE TASKS. DEVELOP LEADERS.

WE ARE NOT RUSHING THE VISION. WE ARE STEWARDING PEOPLE.

DON'T JUST BUILD AN ORGANIZATION. BUILD AN ENVIRONMENT PEOPLE WANT TO BELONG TO.

**WE ARE NOT BUILDING MONUMENTS TO OURSELVES. WE ARE BUILDING FOUNDATIONS FOR
GENERATIONS.**

ONE FELLOWSHIP. ONE VISION. ONE KINGDOM.

Established for Purpose. United for Impact.