Allowing for Multiplication by Restructuring:
Phase 4 in Developing a Movement
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From the very beginning of time, God's plan has always been multiplication. God's first command in the Scriptures is "be fruitful and multiply..." (Gen. 1:28). Similar commands are found in Exodus 1:6,12 and 20 and were directly connected to God's blessing. All throughout the Scriptures you see God's DNA for ministry was multiplication. The fulfillment of God's Old Testament covenants with David and Abraham and the New Testament Great Commission commands is portrayed in Revelations with this great picture from John's pen "After this I looked and there before me was a great multitude that no one could count, from every nation, tribe, people, and language, standing before the throne and in front of the Lamb" (Rev. 7:9). John saw the fruition of God's plan of multiplication.

George Patters on writes on spontaneous multiplication "Every time we eat, we eat the fruit of God's tremendous reproduction power given to plants and animals. Look around out of doors; it's everywhere-grass, trees, birds, bees, babies and flowers. All creation is shouting it! This is the way God works! Reproduction is His style. Pray for it! God in His infinite wisdom acts a bit lazy when we don't ask Him to move; He limits His absolute power to our weak faith! We ourselves don't make the church grow or reproduce, any more than pulling on a stalk of corn would make it grow. Paul plants, Apollos waters, God gives the growth. We sow, water, weed, fertilize and fence the crop, but rely on the Church's own God-given potential to reproduce. An obedient, Spirit-filled church has to reproduce at home or abroad. It's her very nature; she is the Body of the risen, life-giving Son of God."

How then do we partner with the Living God to facilitate this multiplication? Before I begin, it must be stated clearly that this presentation is about the multiplication of Great Commission leaders and their ministries, not the multiplication of believers and workers who participate with those leaders in their ministries. To me, they are two very different entities. Multiplying leaders differs greatly from multiplying workers. In this paper I will be addressing leadership multiplication and principles of structuring your ministry to facilitate that process.

In this paper I want to begin by looking at nine 'biblical insights' taken from Christ's life, the New Testament church, as well as the multiplication ministry of Paul. In no way will the insights be comprehensive, but they will be my attempt to frame up what I believe are the critical concerns. Secondly, I will list some 'practical insights' gleaned through 30 years of a few successes and a multiplied number of failures.

Biblical Insights

Principle #1 - The Centrality of Prayer
Wacker and Taylor in The Visionary's Handbook write: "Never before in human history has there been so much information on which to base choices. The great library of Alexandria, in Egypt, that was burned by Julius Caesar's forces in 47 B.C. is said to have contained six-hundred thousand papyrus scrolls-virtually all the recorded knowledge in the world. Fifteen hundred years later, the entire library collection at Queen's College, Cambridge, amounted to 199 volumes. Thomas Jefferson's

collection of six thousand books, one of the great personal libraries of his age, became the basis of the Library of Congress.

Today, the Library of Congress contains 113 million items, and 20,000 more arrive every day, Fifty thousand books are published annually in the United States; something like four hundred thousand journals in publication globally, And all that is just the print information, The number of satellites in space is expected to grow tenfold over the next decade, The bandwidth of the average channel will multiply by a hundred-fold over that time, and the compression of the average message will *grow* by another thousand fold, By the start of the second decade of the twenty-first century, the information available to the average individual at any given point in time will be a hundred thousand times what it is today" (18).

Leith Anderson in his book *Leadership That Works* states that leadership is hard and increasingly complex, He writes, "The 21st Century will be complex, Simple answers will be hard to find, if they even exist" (p, 53)

I quote from these authors to make the point that without the conviction of the centrality of prayer preceding leadership multiplication, we truly end up on an unstable ground, It is interesting to note, that the only time you find it recorded that Jesus specifically spent a night in prayer (Luke 6:12) was prior to the selection of His leadership team-the Twelve, This is no accident Scripture emphasizes the critical importance of prayer prior to selecting leaders through whom to multiply.

Almost every failure I've experienced in poor leadership selection has been preceded by a looking at all the data, with a failure/to consult the source of all data-God of the universe, Prayer must surround, precede, and cover all attempts at leadership multiplication, It would be easy to study all the data, analyze all the choices, but fail in the area of doing what Jesus did-spending a night in prayer before selecting leaders.

Principle #2 - The Importance of Selection
Timothy tells us to "not be hasty in laying on of hands" (l Tim, 5:22), that leaders must to have proven themselves "first be tested" (1 Tim, 3: 1 0), Any type of thinking that says "if we appoint them to leadership, I'm sure that will help them rise to the occasion" is faulty and dangerous.

The four terms used interchangeably to describe New Testament leadership helps us understand some of the qualities needed, An 'elder' is someone more mature in their faith, an 'overseer' is someone capable of seeing the whole picture, a 'shepherd' is someone who possesses the love and ability *to* nurture and care for the flock, and a 'bishop' is someone who has been given abilities to manage and supervise *or* to oversee.

The first church seemingly had two types of leaders selected, those responsible for oversight issues (elders, shepherds, bishops, overseers) and those appointed in some locations to care for administrative needs when necessary (deacons - Acts 6, Phil. 1:1, 1 Tim, 3:8-11).

As we seek to facilitate leadership multiplication, we must acknowledge both types of leadership needs-shepherds as well as deacons ("systems support people"), In Acts it is significant to note how the church in Acts 5:28 had "filled Jerusalem with their teaching," But when in Acts 6 they selected godly, spirit filled "systems support people," the church in Jerusalem experienced the "number of disciples

increasing rapidly" (Acts 6:7). Ted Ward points out that these "system support people" were all of Greek descent facilitating the multiplication into the Grecian Jews. This selection of indigenous national leaders resulted in a new wave of multiplication.

Principle #3 - The Clarity of Appointment
Throughout Scripture where you find leaders being placed in charge or appointed to a task, you will also find clarity of appointment. After a night of prayer, Jesus "called his disciples to him," "chose twelve of them," and "designated them apostles" (Luke 6: 12-13). Their commissioning was very public, definite, and highly visible. Always you find four words connected to leadership selection-choose, designate, appoint, or select. No one sort of evolved into leadership. In Jesus' ministry leadership appointment was definite and public.

Perhaps we could learn from this example? If appointed publicly, the weight of responsibility before God and others would strengthen the dependence and resolve of new young leaders.

Principle #4 - The Surety of Risk
C. Gene Wilkes in his book *Jesus on Leadership* writes, "Every great leader takes risks-taking others to places no one has gone before... Leaders take risks because they see the future before anyone else can. This ability places leaders on the horizon rather than in the comfort of a settler's home" (126).

Perhaps the greatest of all risk is the guarantee of an occasional failure in leadership selection. For reasons God only knows, Jesus modeled how a Judas can surface on the team. Luke 6:16 tells us that Judas Iscariot "became a traitor." The consequences of having a leader 'gone bad' or an appointment that was made improperly are painful and difficult to have to deal with. Some of my most personally difficult times were having to remove people from positions of leadership who were not meeting the existing needs of that ministry. Appointing people to leadership guarantees a certain degree of risk. What if they don't make it? What if they can't do the job? What if they fail to grow with the growing needs of the ministry? What if they are not the right person? Risks... risks... risks....

Jesus seemed to allow among His team of Twelve, one who did not meet the long-term criteria, to assure us that even the best of us will experience the pain of failure by a team member. A wise leader will not delay or prolong the removal of faulty leadership. For the sake of the sheep entrusted to our care (1 Peter 5:3), courage must be displayed in the removal of the wrong leadership.

In Africa where my wife grew up, if the people did not like their pastor, they simply stopped bringing them food and in effect, starving them out. In the same way, we often try to 'starve out' leaders emotionally, financially, or physically, rather than being decisive and addressing the issue head on.

Principle #5 - The Pressure of Administrivia
In Acts 6, when the 'complaints' began to flow and 'the widows were being overlooked' it became obvious to the Twelve that something needed to change. Status quo was not an option-the administrivia was not being cared for and changes needed to be made.

Two options existed-do less or delegate more to other leaders. The second option was chosen after a time of discussion, group census, and prayer.

On several occasions in the history of Sonlife, when details were being dropped, people were being disappointed, and the administrivia became overwhelming-changes had to be made. Status quo was not an option. Either we needed to do less or leadership must surface for more to happen. A God-given signal for the restructuring of systems or the appointment of additional leadership is the evidence of details being dropped. Either pruning or appointment must take place.

Principle #6 - The Sin of Control
George Patters on in his article "Spontaneous Multiplication" writes, "The modern Western missionary's most common sin is controlling" (603).

In Genesis 11, the men at Babel did not want to be scattered and instead to control their own destiny and grow a large tower and city-making a name for themselves. God came down and confused their language-scattering them.

In Acts 8, after "filling Jerusalem with their teaching," God needed to seemingly send a persecution to "scatter" the disciples and complete the mandate to "be witnesses in all of Judea, and Samaria, and to the ends of the earth" (Acts 1:8).

Moses enjoyed the people coming to him to solve their problems. Moses had concluded that only he could discern God's will, solve the disputes, and teach God's decrees. Moses, with all due respect, was a control freak. What he was doing was "not good" (Ex. 18: 17).

Perhaps this is why, in the New Testament, in each of the 18 passages that address leadership - all are in the context of plurality. Leadership functions best with a team approach. The strongest ministries have multiple leaders championing each other's strengths, complimenting their weaknesses, and communicating any differences. Control is God's - invested among his servants to be shared, not held onto.

Dr. Sweeting, Chancellor of the Moody Bible Institute, often stated, "seldom resist the urge to be generous." The urge to control rarely fuels multiplication. The urge to be generous runs counter to the urge to control.

Multiplication will not happen if leaders insist upon retaining control for control's sake.

Principle #7 - The Simplicity of the Few
We don't need a lot of leaders; we just need the right ones. We will never have enough workers, for "the harvest is plentiful, but the workers are few" (Matt. 9:37). We develop workers and choose leaders. I do not agree with the premise that we need a Jot of leaders. God raises up leaders from the worker base as He chooses to multiply His church. The work of ministry is growing biblical workers. Leaders are chosen from the pool of proven workers.

If we keep our focus on making reproducing disciples we will have more leaders than we can use. That is how the church multiplies. But our focus must stay upon making fully trained disciples and then from this pool choosing leaders through whom we can multiply.

Good equippers do it like Jesus did: recruit hundreds, develop seventy, choose twelve, graduate eleven and focus on three: the simplicity of a few.

In his little booklet on *Leadership Prayers*, Richard Kriegbaum through his prayer expresses so well the importance few right multipliers. He prays: "I know only so much, God and I can do only so much. If this organization is limited to my abilities alone, we will fall short of our potential together and miss your vision for us. Help me identify other leaders for this effort Enable me to see what each one can do best, show me how to recruit them, and point me to the right responsibility for the right person. When I delegate, please give me the courage to release control and follow. Sometimes I feel that leading is mostly about following, about deciding who is the best person to follow in some particular area. I depend on you to sharpen my intuition and sensitivity so I will choose the right people and delegate well. How ironic, God, that the longer and better I lead, the more I depend on the ski]]s and expertise of others. Someone else is better than I am at every task that needs to be done. They lead me in their areas. I must trust our success to them, so I must trust you to guide my selection of them." (30).

Principle #8 - The Promise of His Presence
Nowhere in Scripture do you find Jesus abandoning His leadership. He did not cut the apron strings and move away completely. His presence was promised for continued guidance and support.

Jesus left His disciples, but He did not abandon them. There is a difference. On 10 different occasions during the 40 days after His resurrection, Jesus returned and made His presence felt. For 40 days I believe Jesus prepared His new leaders to listen to the Holy Spirit's voice as he "gave instructions through the Holy Spirit to the apostles He had chosen" (Acts I: 1). His ongoing Presence and support gave strength to the new leaders.

The same leadership style was true of Paul. He took great delight in seeing the new churches mature to the place where they can stand on their own and multiply to other locations. Yet Paul continued his ongoing support, encouragement and prayers throughout his lifetime. He never abandoned the 40 plus leaders he lists throughout the book of Acts. Even in 2 Timothy where Paul writes that "everyone deserted me" (2 Tim. 4:16), Paul does not abandon them.

In the same way we cannot abandon those we've equipped. Just as God used us in preparing them for multiplication, God desires to use us to continue to deepen them in their ability to multiply. (For a different discussion of this concept, see Chapter 12, "Principles and Spirit" from The Missionary Methods, S1. Paul's or Ours? by Roland AlIen, Eerdmann's Publishers).

If we stay dependent, prayerful, and concerned for our leader's on-going welfare, God will continue to use us in the lives of our own disciples.

Principle #9 - The Reality of Sacrifice
Multiplication cannot and will not happen apart from great sacrifice. John 12:24 tells us that "unless a kernel of wheat falls to the ground and dies, it remains only a single seed. But if it dies, it produces many seeds."

In the little booklet, "Church Planting Movements," David Garrison seeks to identify principles that have fueled rapid movements of multiplication around the globe. As David Garrison studied parts of the world where churches were multiplying exponentially, he identified ten common factors. The last one was that leaders suffer greatly where multiplication is exponentially happening.

He writes, "A list of missionaries who have been engaged in church planting movements reads like a catalog of calamity. Many have suffered illness, derision, and shame. In some instances, the suffering was due to their own self-destructive behavior; in other cases it came at the hands of opponents. Students of church planting movements suggest that the affliction may be related to a higher spiritual price for rolling back the darkness (Rev. 12:12). Whatever the cause, the disproportionate degree of suffering by missionaries engaged in church making movements is noteworthy. Missionaries intent on this course of action are well advised to be on their guard, to watch, fight and pray" (40).

Practical Insights
As I conclude, let me list some practical insights about restructuring for multiplication.

1) Multiply Your Strengths, Not Your Weaknesses
Leadership must identify what your core competencies are-what do you do better than anyone else? Look at your ministry and identify the areas where God is blessing. You may be doing many things well, but in what areas are you experiencing the greatest joy and the obvious blessings of God? Begin by multiplying these areas.

Sonlife North America is a leadership training organization that is biblically intense, very transferable, Christological, and committed to the average sized church. Unlike Josiah Venture or Sonlife Latin America, we do not make disciples. We train leaders who make disciples our core competency is leadership training, not disciple-making on a local level. We understand disciple-making and our trainers are disciple-makers, but we've chosen to narrow our major core competency to leadership training. In our context of North America, this is what is needed, what God is blessing, and serves our nation. Each leader must ask:
A) What is God blessing?
B) What are our greatest strengths?
C) What gives me the greatest joy?

2) Acknowledge That Letting Go Does Not Come Easy
Without a strong team of resource men who loved me and loved Sonlife, I would have probably never multiplied trainers. I remember how hard it was to let someone else teach the Strategy Seminar - that was my baby! Others could teach the "how to" seminars, but not the Strategy! I personally had gone through great labor pains to give birth to the Strategy Seminar - it was my child and no one could teach it as well. I had been carrying the training kit for so long, others had to lovingly and courageously pry my fingers loose from the handles. I was one of the last to see the need to let go.

You may have a similar problem with the baby that you birth!

3) Learn As We Go
Sonlife has had a few successes and several shortcomings. Let me list a few successes:
* In 1984 we began to multiply trainers of the Strategy Seminar (now 25).
* In 1985 we began to multiply "How to" trainers (now 200+) and SEMP's (now 17+). In 1988 we began to multiply Foundations Coaches (now 300+).
* In 1992 we began to multiply GHC trainers (now 100+)
* In 1992 we began to multiply internationally (last year in 62 countries).
* In 1995 we began the EQUIP training for junior high students (now 30+).

* In 1998 we began to multiply Everyday Commission/Everyday Commandment trainers (now 325).
* In 1998 we began the Women in Ministry training (now 10 trainers).

At each stage of the growth, when multiplication happened, there was a new surge of ownership, energy, and growth.

I would identify our shortcomings as:
* A lack of multiplying coaches and mentors.
* Too much growth too fast in the church division, resulting in the inoculation of the principles in some denominations.
* We have not yet multiplied the decentralization of administrative details-the Sonlife office staff still carries too much administrative work. This may always be the nature of the beast.
* Our training system is cumbersome-not easily reproduced in other cultures.
* We have not narrowed down the core advanced multiplication principles to a few transferable concepts to the degree I believe we eventually will.
* Discipling and encouraging our national trainers via long distance communication has been difficult for an organization not strong in the written word.

4) Recognize The Natural Barriers

Just as a local church hits barriers at attendance levels of 100,250, 500, 1,000, 3,000 and 10,000 marks - so does an organization hit expensive growth barriers. Businesses see this at the $1,000,000, $2.5 million, $8-10 million, $30 million barriers. At each level to break through to the next level takes a paradigm shift. At each breakthrough point, additional or new leadership with capacity (margins) is needed. Financial reserve (muscle) is needed to get to the next level. There usually is a stage of expensive growth to experience the next level of rapid growth. Financial reserve or partnership with a ministry with reserve is necessary. For Sonlife in its early years, this was Moody Bible Institute.

Investment in top leadership that does not stay long term can make it very expensive and difficult to break through and stay at a new level of multiplication. Times of pruning inevitably happen.

5) Multiply When You Have Leaders, Not Needs

Every need is not your ministry. When God wants multiplication, my experience is that He surfaces leadership. It would be a mistake from my perspective to try to multiply to meet needs or to bring growth, if there is not leadership with margins in place.

Multiplication is primarily a by-product of health, not health a by-product of multiplication. Health precedes multiplication and multiplication furthers more health. Failure to multiply can stifle health. The key determiner for multiplication is to ask the question, "Has God surfaced leadership for this passion?"

6) Support Systems (Deacon-Type Issues) Must Not Be Neglected

Almost always I have failed to calculate the total needs of multiplying a new segment at Sonlife or even a new training manual with multiple trainers. Administration of the details a leader stirs up accounts for an additional 75-80% of total costs in time, energy, and resources.

Without adequate support systems (office space, computer support, administrative help, etc.) leadership get frustrated, details get dropped, and conflicts can arise.

In each situation, top leadership must make early adjustments as to the type of support each leader needs. Needs vary greatly from leader to leader. Because of some previous mistakes, I look closely for:
* Low maintenance leaders
* Self-starters
* Flexibility and willingness to learn
* Students of the corporate culture and willing to work in and through existing systems (teachable)
* Creative and able to surface their own resources for their needs

7) Top Leadership Must Adjust Priorities Toward Leadership Development

Noel Tichy writes, "Institutions and movements succeed over the long term not because of their cultures, or their core manufacturing competencies, or their use of modern management tools, but because they continually regenerate leadership at all levels. These dynamic leaders then go on to shape strong cultures, develop needed core competencies, and employ appropriate management tools such as total quality or reengineering-but the key to their success is the development of these leaders in the first place. Jesus, Gandhi, and Martin Luther King, Jr. all understood this." (The Leadership Engine, Noel M. Tichy, Harper Business Publishing, 43).

He also states, "The scarcest resource in the world today is leadership talent capable of continuously transforming organizations to win in tomorrow's world. The individuals and organizations that build Leadership Engines and invest in leaders developing other leaders have a sustainable competitive advantage" (8).

To illustrate this, Tichy goes on to state, "...winning companies, deliberately and systematically develop people to be real leaders; and the top leadership of the company always sets the pace. At Ameritech Bill Weiss spends 70 days a year developing his leaders, at PepsiCo, Roger Enrico devotes 80 days a year, and Jack Welch of GE teaches bi-weekly at their Crotonville management training center."

Leadership investment is their primary focus. After Jesus chose His Twelve, you find him nonstop investing in them. I've estimated that almost one half of His time was spent primarily in leadership investment in Phase 4.

The beauty of an increasing talented leadership pool is the synergy created. Michael Jordan's greatest contribution to the Bulls was not his personal abilities, but how his leadership talents raised the abilities of Scottie Pippen, Tony Kukoc, Ron Harper, etc.

At age 34, Tom Timmer was the youngest executive of one of General Electric's billion dollar companies. He writes about an early lesson he learned about developing a strong team. "You wouldn't think of wrestling as a team sport at first, you know? It feels more like cross-country, or whatever, but wrestling is very much a team sport because how you perform on Saturday or Sunday depends on how well you practice. How well you practice depends on how good the people are that you practice with.

You will notice, if you look at successful wrestling teams, state champions tend to come in pairs, A team with a state champion 145-pounder will have a very good 138-pounder and 155-pounder,

guaranteed...So there's a very high level of interdependence. And if you can bring the level of the whole team up, every individual benefits." (The Leadership Engine, Noel M. Tichy, Harper Business Publishing, 62).

8) Keep Simplifying

As your ministry grows and matures, there's a continual movement away from simplicity toward complexity. All throughout God's creation, complexity is expressed with sweet simplicity understood even by children.

A constant struggle in pure multiplication is simplicity. About every 3-4 years at Sonlife, I've had to back up, take a fresh new look at Sonlife, and work hard at simplifying. At times this means pruning, at other times it means better thinking about our mission, vision, and values.

Herb Kelleher, the famous President who transformed Southwest Airlines into the nation's top airline for service, on-time performance, and lowest employee turnover rate and which for over 24 years has turned a profit, writes: "If we think small, we'll grow big, but if we think like we're big, we'll grow small." (78). "We've got to figure out how to do more with less. Southwest is always looking for ways to simplify its operations and get rid of less productive activities, but without eliminating employees" (79).

Kevin Freiberg, in his book Nuts! Southwest Airline's Crazy Recipe for Business and Personal Success, writes: "Sophisticated and complex tasks are harder to understand, take longer to accomplish, and create drag on the organization. By eliminating unnecessary steps in a service process, by making a product with fewer parts, or by handwriting a note, a company can accomplish a lot with less effort. Southwest's simplified boarding procedures require fewer customer service and operations agents to serve customers. The productivity of the company's pilots requires fewer pilots,

Consider these productivity and efficiency measures: Southwest serves twenty-four hundred customers per employee; it's nearest competitor serves half that number. It takes 84 Southwest employees per aircraft to operate the business; other airlines need anywhere from 111 to 160 employees per aircraft."

"Only self-confident people can be simple," GE's chairman and CEO Jack Welch says, "Think about it. You get some engineer who is nervous and not too sure of himself. He can't explain his design to you in very simple terms, so he complicates it. If you're not simple you can't be fast, and if you're not fast you're dead in a global world. So everything we do [at GE] focuses on building self-confidence in people so they can be simple." Southwest is an organization of self-confident people who have taken Welch's theme to heart. They are not afraid to keep things simple-even if it means doing things radically differently from the rest of the industry. They understand that simplicity decreases costs and increases speed. Their entrepreneurial frame of mind requires that they look for new ways to simplify operations." (78-79).

Along the same lines, George Patters on, in his article "Spontaneous Multiplication," challenges us by writing: "As soon as a new church was born, the outside worker enrolled a local leader, normally an elder highly respected by his people, and began passing on to him the same doctrine and materials as he was receiving himself. This new "Timothy" taught the rest of the new elders in his young church. It kept multiplying as long as each discipler did everything in a way his students could imitate immediately. I stopped teaching and preaching in the professional way in which I was used to (they admired it, but could not imitate it). I stopped using electronic equipment including movies, and

anything else that was not available to all our workers. That's hard on a gadget-oriented westerner used to gadgets and conditioned to using the very latest technology for the glory of Christ."

I personally believe, especially on the international level, we have to continually wrestle with simplicity of multiplication. I'm challenged as I study the ministry and travels of the Apostle Paul. On his first missionary journey (Acts 13:7-14:8) he traveled over 1,500 miles and planted many new churches that needed his on-going care and support. On his second missionary journey (Acts 15:36-18: 11) Paul was left alone in Athens and through contacts, settled in Corinth where from this one location he multiplied disciples. In his third missionary journey Paul expands upon this ministry of multiplication and spends nearly 3 years in Ephesus and multiplies his training for two years at the School of Tyrannus - impacting all of Asia. Finally, we see Paul under house arrest in Rome where he not only penned several of his epistles, but also raised up leaders as people from around the world come to his own rented quarters-paid for by Rome! Paul describes this time as "greater progress for the gospel" (Phil. 1: 12) "that all the Gentiles might hear" (2 Tim. 4:17).

Paul's ministry improved through the years in it's simplicity and multiplication impact. We need to keep learning how to multiply simply and effectively. The best is yet to be discovered when it comes to multiplying a movement of young leaders for Great Commandment and Great Commission impact.

In summary, how do we restructure for multiplication? There is, from my perspective, no one correct answer. We, however, must learn from these principles:
1. The centrality of prayer
2. The importance of selection
3. The clarity of appointment
4. The surety of risk
5. The pressure of administrivia
6. The sin of control
7. The simplicity of the few
8. The promise of presence
9. The reality of sacrifice

Practically, we need to:
1. Multiply our strengths, not our weakness
2. Acknowledge that letting go is not easy
3. Learn as we go
4. Recognize natural barriers
5. Multiply when you have leaders, not needs
6. Don't forget support systems
7. Adjust our priorities towards leadership development
8. Keep simplifying

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