

Resource Pages

Resource	Page
Healthy Missional Markers.....	41
Spiritual Brokenness, by Nancy DeMoss.....	43
A Theology for Leading Healthy Missional Change	45
Axioms for Leading Healthy Missional Change	47
Theological Foundations - Case Study.....	49
Supporting or Resisting Change	51
Criticism and Change.....	53
Checklist for Change Worksheet.....	55
Identifying and Overcoming Resistance to Change Worksheet.....	57
Reasons Churches Resist Change Worksheet.....	69
Anticipate Specific Criticisms Worksheet.....	61
Turn Critics into Coaches Worksheet.....	63
Change Management Mistakes Worksheet.....	65
Questions for Readiness, Power, Harvest and Strategy.....	67
Twelve Ground Rules for Working through Conflict.....	69
Change Formula Worksheet.....	71
The Eight Stage Process of Creating Major Change	73
Creating Effective Change Worksheet	75
Bibliography.....	77

Healthy Missional Markers

Centrality of the Word of God (2 Timothy 3:16)

- We believe that the Bible is the only perfect rule for faith, doctrine and conduct.
- Our preaching and teaching in all settings reflects careful preparation, relevance, and creativity.
- Our people are equipped and growing in their ability to both study and apply Biblical truth in ways that lead to a scripturally integrated life.

Life transforming walk with Jesus (John 3:3,30; Phil. 1:6) -- John 7:37-39

- We teach our people how to be attentive to Christ in all circumstances.
- Our people understand the radical nature of the message and mission of Jesus that continually deconstructs and reconstructs a person's life.
- Our people are equipped and growing in their ability to use a variety of spiritual growth resources, experiences, and settings.
- Our people are introduced to the Person of the Holy Spirit and his inflow/outflow in their lives.

Intentional evangelism (Matthew 28:18-20)

- We are burdened for the spiritual condition of those who do not yet know Christ.
- We have identifiable pathways for evangelism to take place in our ministries.
- Our people are equipped and growing in their ability to build spiritual friendships and know how to share their faith as God-birther opportunities arise.
- We celebrate and affirm new believers in our midst.

Transforming communities through active compassion, mercy and justice ministries (Micah 6:8)

- We are burdened for the hurting, disadvantaged people in our community and beyond.
- We have identifiable pathways for compassion, mercy and justice ministries to take place.
- Our people are equipped and growing in their ability to see and address the hurts and the (underlying) causes of such hurts in our community and beyond.

Global perspective and engagement (Matthew 28:18-20, Acts 1:8)

- We raise the sights of our members beyond our congregation and community by developing a Biblical worldview and often pray for and reference global matters.
- We have identifiable pathways to support the Great Commission of Christ globally.
- Our people are equipped and growing in their ability to participate in the worldwide dimensions of our ministry, including the recruiting and supporting of missionaries.

Compelling Christian community (Acts 2:42-47)

- We understand that our love for one another as a congregation is a powerful testimony to the Lordship of Jesus as the head of the body.
- We make it our practice to love each other as we are, not as we should be.
- We share life together in various ways beyond the weekly worship service.

Heartfelt worship (Psalm 138:1a; John 4:23)

- We exalt and celebrate our triune God for who he is: what he has done, what he is doing and what he will do.
- Our expressions of worship are natural and spontaneous; not rote or feel forced.
- Worship reflects careful preparation to help give a meaningful voice to many dimensions of response to God such as adoration, praise, contrition, lament, and commitment.
- Music/singing is heartfelt and uplifting, full of enriching variety.
- People leave worship inspired and challenged - knowing something more about the heart of God and about the responsiveness of their own hearts.

Sacrificial and generous living and giving (*Romans 12:1-8*)

- We help people discover, develop and deploy their spiritual gifts.
- We regularly, graciously, and unapologetically teach on the (place and) importance of financial stewardship in the spiritual growth of the Christian.
- We have some remarkable examples of lifestyle choices being made by members on the basis of stewardship and the priority God plays in their lives.

Culture of godly leadership (*Hebrews 13:7*)

- Our leaders at all levels serve with Christ-like character, competence, and (spiritual) conviction.
- A spirit of prayerful collegiality pervades, with our people trusting (and appreciating) our leaders and our leaders trusting and valuing our people.
- We continually identify and train godly leaders for all dimensions of our ministry.

Fruitful organizational structures (*Exodus 18:13-26, Acts 6:1-7*)

- We can articulate a compelling, Christ-honoring vision for our church.
- We embrace evaluation as normal and natural and work through conflict constructively.
- Our organizational structures are designed to be efficient at making decisions while at the same time building congregational ownership for those decisions.
- Our members are well-informed by leadership when it comes to our mission-focus, progress, and challenges, with feedback always welcomed.

Broken People/Proud People

Nancy DeMoss

Our generation has been programmed to pursue happiness, wholeness, good feelings about ourselves, positive self-image, and affirmation. But God is not as interested in these ends as we are. He is more committed to making us holy than making us happy. And there is only one pathway to holiness, and that is the pathway of humility or brokenness.

"Pride goes before destruction, and a haughty spirit before a fall. Better to be of a humble spirit with the lowly, than to divide the spoil with the proud." Prov. 16:18

Brokenness does not mean, as some think, having a sad, gloomy, downcast countenance-never smiling or laughing. It is possible to shed buckets of tears, without ever experiencing a moment of brokenness. Brokenness is not a feeling: it is a choice, an act of will.

Brokenness is a lifestyle of unconditional, absolute surrender of my will to the will of God - a heart attitude that says, "Yes, Lord!" to whatever God says.

Brokenness means the shattering of my self-will, so that the life and Spirit of the Lord may be released through me.

Brokenness is my response of humility and obedience to the conviction of the Word and Spirit of God. And as the conviction is continuous, so must the brokenness be continuous.

Finally, do the very thing you know God wants you to do, but your flesh is telling you not to do!

Ultimately, brokenness is a matter of surrendering control of my life to God. The heart that has been emptied of itself and broken of its willfulness and resistance, is the heart that will experience the filling and the reviving of our glorious, holy God, who humbled Himself, that He might lift us up.

Every great movement of God is preceded by a season of humility and repentance and a time of tearing down walls, of getting honest with God and others about your true spiritual condition. It may be hard. It may hurt. But in the end, God will use your brokenness to restore your 'first love' for Jesus, rekindle your spiritual fire, reconcile your relationships, and repair your life. A richer, deeper, more God-filled life is waiting for you. And it all begins with Brokenness.

Proud

- Focus on the failures of others.
- Have a critical fault-finding spirit; look at everyone else's faults with a microscope, but their own with a telescope.
- Are self-righteous; look down on others.
- Have an independent, self-sufficient spirit.
- Have to prove that they are right.
- Claim rights; have a demanding spirit.
- Are self-protective of their time, their rights, and their reputation.
- Desire to be served.
- Desire to be a success.
- Desire self-advancement.
- Have a drive to be recognized and appreciated.
- Are wounded when others are promoted and they are overlooked.
- Have a subconscious feeling, "this ministry / church is privileged to have me and my gifts;" think of what they can do for God.
- Feel confident in how much they know.
- Are self-conscious.
- Keep others at arms length.
- Are quick to blame others.
- Are unapproachable or defensive when criticized.
- Are concerned with being respectable, with what others think; work to protect their image and reputation.
- Find it difficult to share their spiritual need with others.
- Want to be sure that no one finds out when they've sinned; the instinct is to cover up.
- Have a hard time saying, "I was wrong, will you please forgive me?"
- Tend to deal in generalities when confessing sin.
- Are concerned about the consequences of their sin.
- Are remorseful over their sin, sorry that they got found out or caught.
- Wait for the other to come and ask forgiveness when there is a misunderstanding or conflict in a relationship.
- Compare themselves to others and feel worthy of honor.
- Don't think they have anything to repent of.
- Don't think they need revival - but they're sure everyone else does.

Broken

- Are overwhelmed with a sense of their own spiritual need.
- Are compassionate; can forgive much because they know how much they have been forgiven.
- Esteem all others better than themselves.
- Are willing to yield the need to be right.
- Yield their rights; have a meek spirit.
- Are self-denying.
- Are motivated to serve others.
- Have a sense of their own unworthiness; are thrilled God would use them at all.
- Are eager for others to get credit and rejoice when others are lifted up.
- Have a heart attitude that says, "I don't deserve to have a part in any ministry;" know that they have nothing to offer God except the life of Jesus flowing through their broken lives.
- Are humbled by how very much they have to learn.
- Are not concerned with self promotion.
- Are willing to risk getting close to others and loving intimately.
- Accept personal responsibility and see where they are wrong in a situation.
- Receive criticism with a humble spirit.
- Are concerned with being real; what matters to them is not what others think but what God knows; are willing to die to their own reputation.
- Are willing to be open and transparent with others as God directs.
- Once broken, don't care who knows or who finds out; are willing to be exposed because they have nothing to lose.
- Are quick to admit failure and seek forgiveness when necessary.
- Are able to acknowledge specifics when confessing their sin.
- Are grieved over the cause, the root of their sin.
- Are truly, genuinely repentant over their sin, evidenced in the fact that they forsake that sin.
- Take the initiative to be reconciled when there is misunderstanding or conflict in relationships; they race to the cross; they see if they can get there first, no matter how wrong the other may have been.
- Compare themselves to the holiness of God and feel a desperate need for His mercy.
- Walk in the light.
- Realize they have a need of a continual heart of repentance.
- Continually sense their need for a fresh encounter with God and for a fresh filling of His Holy Spirit.

Theology of Change

1. **God is the Creator and Sustainer of the universe and he instituted variations of change as part of an organic world.**
Genesis 1:11-12, 14-18
2. **God ordained marriage as a human institution where a man and wife are changed into one flesh.**
Genesis 1:24, 1 Corinthians 6:16
3. **God took on human flesh and experienced change through the process of incarnation, human growth and the transfiguration.**
John 1:14, Luke 2:52, Matthew 17:1-3
4. **God has promised to transform our earthly bodies into heavenly bodies.**
1 Corinthians 15:51-52, Philippians 3:20-21
5. **God is working as Sustainer, Creator, and Redeemer. Change is always a part of God's work, even in Heaven.**
John 14:2-4, Revelation 22:1-2
6. **God is the same yesterday, today and tomorrow and he is the one constant we can count on in a world of change.**
Malachi 3:6, James 1:17, Hebrews 13:8
7. **God is the source of absolute truth and not all change is consistent with his will.**
Romans 1:25, Jude 4
8. **God desires that all people are saved and this requires a dramatic about-face.**
Matthew 18:3, Acts 2:37-38, 1 Timothy 2:3-4
9. **God wants to form Christ in us personally and corporately, and this process of sanctification calls for ongoing willingness to change.**
Romans 12:1-2, Philippians 1:3-6, 2 Corinthians 3:17-18
10. **God will fulfill his redemptive purposes by making all things new and this presupposes change for the better.**
Revelation 21:1, 5
11. **God, in Christ, performs miracles and every miracle represents life giving change.**
Luke 4:10
12. **God uses wise and gifted leaders to guide his people through the journey of change.**
Exodus 3:14, Joshua 1:10-11, Jeremiah 3:15
13. **God desires to lead his people into the Promised Land, but when the going gets tough, there is often opposition, grumbling and a yearning to return to Egypt.**
Exodus 3:17, Numbers 14:1-3, Jeremiah 7:24, Acts 7:39
14. **God is faithful even though change often includes a time of transition or a wilderness experience.**
Deuteronomy 2:7, 8:2-5
15. **God is on the move and he wants his people to be in tune and stay flexible when it comes to potential changes. God is orchestrating for his people.**
Numbers 9:15-23, John 4:19-24
16. **God reminds us that different generations view and respond to change in different ways.**
Ezra 3:8-13
17. **God often prepares his people for change through human planning or even through a prophetic word.**
Joshua 1:2-3, Isaiah 53, Mark 10:32-34
18. **God, to our surprise, calls his people to reform, regroup and experience a fresh start.**
Jeremiah 7:3-8
19. **God gives us a choice and change is all about choice.**
Deuteronomy 30

20. **God loves the church and he calls her to repentance.**
Revelation 2:16, 21, 22. 3:3, 3:19
21. **God delights in doing new work and this requires a letting go of the past, a discernment of how God is moving in the present and a commitment to join him in this new work.**
Isaiah 43:18-19
22. **God wants us to lead change by fusing the radical life giving stories of the past with the challenges of the present.**
Matthew 13:52
23. **God sent his Spirit to guide us, and we are to follow the promptings of the Spirit wherever the Spirit leads regardless of the degree or depth of change.**
Galatians 5:25
24. **God orchestrates change in the church through conflict, resistance, listening, conversation, sound judgment, story telling, a love for the lost, discernment of the Spirit, putting mission over traditions, wise decision making and communication.**
Acts 15
25. **God wants us to plant behind the plow when leading change and this requires breaking up the soil.**
Hosea 10:12
26. **God's message of the gospel never changes, but the means by which it is communicated needs to remain flexible and meaningful to the hearers in each new generation.**
Acts 17:22-23
27. **God allows for change that is both monumental and incremental.**
2 Kings 18:39-44, Matthew 21:12-14, Zechariah 4:10
28. **God often uses a catalyzer to lead change and these catalyzers are sometimes criticized by those who are vested in the status quo.**
Mark 14:3-10
29. **God wants us to use truth, grace and time to bring about fruitful change.**
Luke 13:6-9
30. **God desires that we walk hand in hand even when we can not see eye to eye.**
Colossians 3:12-14, Ephesians 4:2-4
31. **God encourages us to develop new systems that are responsive to his new work in the church.**
Mark 2:22
32. **God wants us to be honest about our sin, for honesty leads to confession and confession leads to change.**
1 John 1:9

The Bottom Line – Theological Reflections

- Change is within us – God has ordained it.
- Don't be afraid of change – it can be transformational and energizing.
- Change is good when we let God be the pace-setter.
- Some changes will first be experienced as loss, but to resist it will in the end lead to *real* loss.
- Be yourself a change agent, if God asks you to step up to that challenge.

John Notehelfer

In an environment of grace:

Trust building precedes truth telling;

truth precedes confession;

confession precedes repentance;

repentance precedes change;

change precedes freedom;

freedom precedes maturity.

Healthy Missional Change Axioms

1. Change flows from conviction of Word and Spirit. Only God can change a life.
2. Honor the past as an anchor for change in the future. Change must be consistent with the history, vision and setting of the church.
3. Pray to change and change to pray.
4. Preparing for the change is just as important as leading the change.
5. Many churches assume they can grow without change and change without pain. They want catalytic results from stabilizing leaders.
6. It takes change to make change.
7. For every action there is a reaction. A change in one area will affect the entire system. No change is final.
8. Conflict and resistance is normal and natural, so anticipate opposition and respond well to critics.
9. Go slow to go fast. Consider the rate of change (slow, medium or fast – *think crock pot, stove top and microwave*) and the depth of change (monumental or incremental).
10. Be the change and be positive!
11. Distinguish between the presenting issue and the root issue. The problem is rarely the problem.
12. Nothing fails like past success. What got us here won't get us there.
13. People in the church have two fears: the fear that we will change too much or the fear that we will change too little. "If there is too much change, it will destroy the ministry and if there is too little change, the ministry will destroy itself." (*Darrell Griffin*)
14. There are two kinds of change: inevitable change and intentional change. The options are deep change or slow death.
15. People tend to see change from their own point of view. Good change is my change.
16. A leader's role is to create a culture of innovation, not just to lead a single change.
17. "Pain plus possibility are the parents of change." (*John Scherer*)
18. Communicate! Communicate! Communicate! Say the same thing in many different ways, especially through the use of story.
19. Make inconvenience fun and exciting.
20. Start basic, end deep. Do not despise the day of small beginnings.
21. Satisfied people don't change. Change is more apt to occur when the level of pain exceeds the level of comfort.
22. Every step toward growth involves change.
23. Celebrate the past.
24. Everyone changes at a different pace.
25. Expect your change initiatives to change.
26. Learn from the people involved in change.
27. Experiment before you permanently implement.
28. Inspect what you expect.
29. To implement change – you must inspire imagination.
30. Change requires truth, grace and time.
31. Love the ones you lead.
32. Plant behind the plow.
33. Sometimes the greatest barrier to change is the person who led change before you got there.
34. *When changes are made in a relationship or an organization:
 - a) People will feel awkward, uncomfortable and ill at ease.
 - b) People will first think about what they will lose.
 - c) People will feel alone, even though everyone is going through the same thing.
 - d) People can only handle so much change at once.

- e) People are at different levels of readiness for change.
- f) People tend to be concerned that they will not have enough resources to navigate the proposed change.
- g) When pressure is off, people will tend to revert to old behavior.
- h) Change involves two specific actions:
 - i) Stop doing what you want to do.
 - ii) Begin doing something that you would rather not do.
- i) In the context of change, we tend to paint ourselves as the “hero” and others as villains.
- j) Change takes time, yet this is all the more difficult to navigate if/when we feel that we are running out of it.

* Mark Stromberg

Theological Foundations

Case Study A Snapshot of Change in the Early Church Acts 15

This is a crucial time for the church. The entire future of Christianity hangs in the balance. Gentiles are converting to Christ and this is putting pressure on the Jewish Christians and their established ways of thinking. The spiritual and cultural landscape is changing rapidly. How will the church respond?

Enter into the most important leadership meeting of the first century church. It is called the Council at Jerusalem and all the heavy hitters are present. There is tension in the room, emotions are running high and everyone feels that their viewpoint is correct. Sound familiar?

Your job is to be a fly on the wall.

Part 1:

As you observe what's going on, answer these questions.

What do you see people doing?

What do you hear people saying?

What do you sense people feeling?

What are three principles of leading healthy missional change that you can extrapolate from this story? Condense each principle into a single sentence. Record your principles on newsprint.

Part 2:

Put your newsprint on the wall and choose one person from your table who would enjoy sharing your findings with the larger group. Each representative has three minutes to present.

Part 3:

Taking into account all that you have heard, engage in a civil, compassionate, Christ honoring conversation about how this theology of change applies to your church right now.

Supporting and Resisting Change

Eight reasons why people will support change:

1. They believe their needs are not being met currently.
2. They believe the change will make it easier for them to meet their needs.
3. They believe the benefits will outweigh the risks.
4. They believe the change is necessary to avoid or escape a harmful situation.
5. They believe the change process is being handled properly.
6. They believe the change will work.
7. They believe the change is consistent with their values.
8. They believe those responsible for the change can be trusted.

Eight reasons why people will resist change:

1. They believe their needs are being met currently.
2. They believe the change will make it harder for them to meet their needs.
3. They believe the risks will outweigh the benefits.
4. They believe the change is unnecessary to avoid or escape a harmful situation.
5. They believe the change process is being handled improperly.
6. They believe the change will fail.
7. They believe the change is inconsistent with their values.
8. They believe those responsible for the change can not be trusted.

Hultman, K. (1998). *Making Change Irresistible: Overcoming resistance to change in your organization*. Palo Alto, CA: Davies-Black Publishing.

Criticism and Change

Be ready for it! Leadership and criticism are two sides of the same coin.

Classify your Critics:

- People who resent authority.
- People with natural leadership qualities who are not part of the majority.
- People who criticize to show their superior knowledge.
- People who are “natural howlers.”
- People who use criticism to exercise internal conflicts
- People who are genuine, honest, interested critics.

Turn Critics into Coaches:

- Define your critic's area of responsibility.
- Be careful to use people at their point of strength, so they will be good coaches.
- Don't argue with the person's honest opinion or to try to make him or her defend it.
- Let the critics know they are respected.
- Ask your critics to write down their criticism.

Other Thoughts:

- Anticipate specific criticisms.
- Assume criticism is logical from the other person's point of view.
- Limit the criticism you will accept.
- Make constructive criticism a normal and natural part of the church's culture.
- Avoid personal contests.
- Admit when you have been wrong.
- Don't take revenge.
- Don't use the pulpit to get back at critics.

Checklist for Change

When there is a change taking place in your church, no matter how seemingly small or insignificant, ask yourself the following questions.

What is the purpose of the change? How does it benefit the church as a whole and bring us closer to achieving our mission?	
Have I defined the steps and timeline necessary for the change to take place?	
Who will be directly affected by the change?	
How will they be affected?	
What resistance are they likely to have toward the change?	
How can that resistance best be overcome?	
Who will be indirectly affected by the change?	
How will they be affected?	
What resistance are they likely to have towards the change?	
How can that resistance best be overcome?	

How can those affected be involved in the planning process for implementing the change?	
What will I do to keep my church focused and successful through the change process?	
When will I communicate the change?	
How will I communicate the change?	
What is the priority of the change in relation to other priorities?	
How will I communicate that priority?	
What will I do to provide extra assurance and recognition through the change process?	
What will I do to provide ongoing communication about the reasons for and status of the change?	

Identifying and Overcoming Resistance to Change

Identify the changes needed in your church. As you implement each change, use the following chart to help you address the reasons for any resistance to the change. You can use this chart to identify your own resistance as well as that of your church.

Change needed:					
Why is this change important?					
How open/eager am I about this change?					
Level of resistance due to:	Less Resistance		More Resistance		
1. New goals are not accepted.	1	2	3	4	5
2. Reasons for the change are not well-enough communicated.	1	2	3	4	5
3. Fear of the unknown.	1	2	3	4	5
4. Fear of failure in the new situation.	1	2	3	4	5
5. Like the way things are now.	1	2	3	4	5
6. Support another approach to managing change.	1	2	3	4	5
7. Don't like the individual or group announcing the change.	1	2	3	4	5
8. Were not involved in planning the change so don't feel leadership of the idea.	1	2	3	4	5
9. Change conflicts with plans set for the current system.	1	2	3	4	5
10. New goals are personally unimportant.	1	2	3	4	5
11. Different perspective on the problem than the one the change addresses.	1	2	3	4	5

Level of resistance due to:	Less Resistance		More Resistance		
12. Accidental misstatements during the announcement.	1	2	3	4	5
13. Don't want to leave friends or comfortable surroundings.	1	2	3	4	5
14. Attack on current performance.	1	2	3	4	5
15. Timing is wrong — or perceived as wrong.	1	2	3	4	5
16. Church leader seen as being the only one benefiting from the change. There's nothing in it personally.	1	2	3	4	5
17. Fear that one change will lead to another and the <i>next</i> change may hurt them.	1	2	3	4	5
18. Afraid to learn a new ministry or work any harder.	1	2	3	4	5
19. Fear the loss of status or rights or privileges in the new situation.	1	2	3	4	5
20. Just don't like change.	1	2	3	4	5
What do I need to do to help me understand the necessity of the change and be eager for it?					

Reasons Churches Resist Change

Take some time to carefully consider which people may feel a loss of control to changes in your church.

List the primary people who are likely to feel a loss of control during upcoming changes and identify which stage of resistance each person is in; i.e. Immobilization (I); Denial (D); Anger (A); Bargaining (B); Depression (Dp)

Person Feeling Loss of Control

Stage

Indicate which of these people you have not had adequate contact with concerning change and their response to it. Identify which people with whom you should have a "Sincere Listening Session."

**People to Have a "Sincere
Listening Session":**

**Schedule the Date and
Time of Your Session:**

Anticipate Specific Criticisms

What Criticisms (Not Yet Voiced) Can You Anticipate?

What Upcoming Changes In Your Church Need To Be Communicated to the Formal and Informal Leaders ("thought leaders") In order to Avoid Surprising Them?
1.
2.
3.
4.
5.

Turn Critics into Coaches

One benefit of doing market research is discovering exactly what the critics of a proposed product don't like about that product. Write down the top ten complaints of the critics in your church. Evaluate the merit of each complaint and determine what (if any) action can be taken to respond to it.

Critic's Complaint	Merit Level	Action To Take
1.	High Some None	
2	High Some None	
3	High Some None	
4	High Some None	
5	High Some None	
6	High Some None	

Change Management Mistakes

Thinking of the recent significant changes you have led in your church, what change management mistakes have you made? Following is a list of some mistakes to prompt your thinking.

- Not helping people see how the change fits into the big picture.
- Not breaking the change down into small steps.
- Not providing constant and careful communication about the reasons for the change.
- Not getting people included well enough in the planning the change.
- Not giving enough personal appreciation or recognition for people's efforts during change.
- Overloading too many changes at once.
- Not being proactive enough to seek out and listen to resisters.
- Not managing my own stress well enough.
- Not communicating priorities well enough.
- Not seeking the Lord and practicing spiritual discernment.
- Attempting to begin the change before there was a shared sense of urgency.
- Other: _____.

Questions for Readiness, Power, Harvest and Strategy

Readiness for Change

1. What are three reasons people resist change?
2. What are three reasons churches resist change?
3. What are three opinions, beliefs, or behaviors that represent resistance to change in your church?
4. How do you test readiness?
5. How do you build readiness?

Power of the Holy Spirit

1. 1 Thessalonians 5:19 tells us not to put out the Spirit's fire. In what ways could we be smothering the Spirit's fire or fanning the Spirit's fire?
2. How can we become more consciously dependent on the Holy Spirit?
3. Discernment is the capacity to recognize and respond to the presence of God. How have we practiced spiritual discernment?
4. When did we really listen to the Spirit on a particular matter and what was the outcome?
5. In what ways have we been ministering in our own strength?
6. What would it take to minister in the Spirit's power?
7. Can you think of some ways that people have misused their understanding of the Holy Spirit to block change?
8. What does the Holy Spirit want to change in me, as a prelude to a renewal in my church?

Harvest

1. What is the normal and natural way that people become Christians in our church?
2. Do we have our eyes on the Lord of the harvest or are we more concerned about our own needs?
3. How have we complicated the simple message of the Gospel?
4. How can we simplify our ministries so that everything is aligned with the potential harvest?
5. What does it mean to be inconvenienced for the sake of the Gospel? Is there a willingness for this to happen? What is the NIMBY (Not In My Back Yard) factor in our church?
6. When was the last time I verbally shared the Good News?

Strategy

1. What are we doing now that we need to **keep** doing?
2. What are we doing now that we need to **change**?
3. What are we doing now that we need to **stop** doing?
4. What are we not doing now that we need to **start** doing?

Twelve Ground Rules for Working through Conflict

1. Speak for yourself, not for others.
2. Challenge other's behaviors or ideas, not their motives or their worth.
3. No blaming.
4. No labeling.
5. No threats.
6. Send "I" messages rather than "You" messages!
7. Propose the change you want rather than just talking about what you don't like.
8. Acknowledge your share in creating the conflict or tension.
9. Respect and explore differing experiences of the same event.
10. Evaluate in terms of "costs and benefits" rather than "good and evil".
11. No interrupting. Care enough to listen before you respond. Respond to show understanding of the other before stating your position.
12. Describe feelings rather than acting them out or trying to disguise them.

Change Formula Worksheet

Change = (happens when) How would you describe the change you desire? How is it different from how things are now?	Dissatisfaction x Are the key stakeholders dissatisfied with how things are? How can you increase dissatisfaction with the current situation?	Vision x Is there a vision for how things can be different? How can you cast the vision in a compelling way that motivates change? Why is it better?	First Steps > Overcomes What needs to happen next? How can those next steps be acted upon?	Resistance What kind of resistance can be anticipated? How can the resistance be reduced? How can it be overcome?

The Eight Stage Process of Creating Major Change

1. ESTABLISHING A SENSE OF URGENCY

Examining the culture and spiritual realities of this new world.
Identifying and discussing crises, potential crises, or major opportunities.
Demonstrating what will happen if we do not change.
Praying for our hearts to be broken by the things that break God's heart.
Confronting our current reality as a church.



2. CREATING A CHANGE-LEADERSHIP TEAM

Putting together a group with enough credibility and expertise to lead the change.
Getting the group to work together like a team.



3. DEVELOPING A COMPELLING VISION AND STRATEGY

Discerning God's vision for the church through prayer and fasting.
Developing strategies to help direct the change effort and accomplish the vision.



4. EFFECTIVELY COMMUNICATE THE CHANGE VISION

Using every vehicle possible to constantly communicate the new vision/strategies.
Having the change leadership team role model the behavior expected of church members and regular attendees.



5. EMPOWERING BROAD BASED ACTION AND INVOLVEMENT

Getting rid of systemic obstacles.
Changing systems or structures that undermine the change vision.
Encouraging risk taking and nontraditional ideas, activities and actions.
Training people in the new behaviors.
Listening to and caring for people who are upset.



6. ACTIVELY GENERATING AND COMMUNICATING SHORT-TERM WINS

Planning for visible improvements in ministry activity.
Creating those wins.
Visibly recognizing and rewarding people who made the wins possible.
Showing the church the benefit of their efforts by telling stories.



7. CONSOLIDATING GAINS AND PRODUCING MORE CHANGE

Using increased creditability and momentum to change all systems, structures, and policies that don't fit together and don't fit the transformation vision.
Responding well to the ripple-effect of changes.
Hiring, promoting and developing people who can implement the change vision.
Reinvigorating the process with new ministry projects, themes and change agents.



8. ANCHORING NEW VISION INTO THE CULTURE

Creating more effective ministry through training, more and better leadership and more effective management.
Articulating the connections between new behaviors and ministry effectiveness.
Developing means to ensure leadership development and succession.
Exhibiting patience.
Developing a culture of innovation.

Adapted from John P. Kotter, Leading Change. Harvard Business School Press. 1996.

Creating Effective Change Worksheet

Evaluate your change process using the eight-step process as a guide.

Step 1 – Explain what you have done to establish a sense of urgency.
Step 2 – Describe the make-up of your Change – Leadership Team.
Step 3 – What is your compelling vision?
Step 4 – What have you done to effectively communicate that vision? In what other ways can you communicate that vision?
Step 5 – What have you done to empower broad-based action and involvement by the organization? What are some future strategies?
Step 6 – What have you done to actively communicate short-term wins?
Step 7 – What have you done to respond to the “ripple effect”? What ripple effects are you anticipating?
Step 8 – What have you done to anchor the new vision into the culture? How will you do this in the future?

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