

Building Christ's Church in the Twenty-First Century

PREPARATION FOR THE STRATEGIC ENVISIONING PROCESS

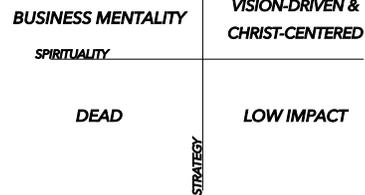
Purpose of Session

- To provide an overview of the Strategic Envisioning Process
- To ask and answer questions

Axiom:

We must think spiritually about strategic things, and we must think strategically about spiritual things.

Where is The Fellowship?



Strategic Leadership in the Bible

Leaders in the O.T. led strategically:

- Moses/Jethro (Ex. 18)
- Joshua (Joshua 6, 8, 10)
- Nehemiah
- Men of Issachar (1 Chron. 12:32)*

Strategic Leadership in the Bible

Leaders in the N.T. led strategically:

- The **Savior** (Matt. 28:19-20; Acts 1:8)
- The early church **missionary journeys** (Acts 13-21)
- **Paul** (Acts 19:1, 10)

Strategic Leadership in the Bible

"While Apollos was at Corinth, Paul took the road through the interior and arrived at **Ephesus**... He took the disciples with him and had discussions daily in the lecture hall of Tyrannus. This went on for two years, so that **all the Jews and Greeks who lived in the province of Asia heard the word of the Lord.**"

Acts 19: 1,10

PROBLEM

The State of the Church in America

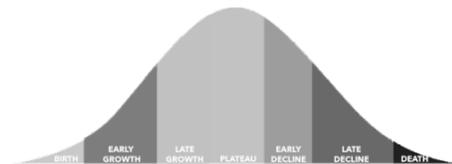
HOW ARE WE DOING?

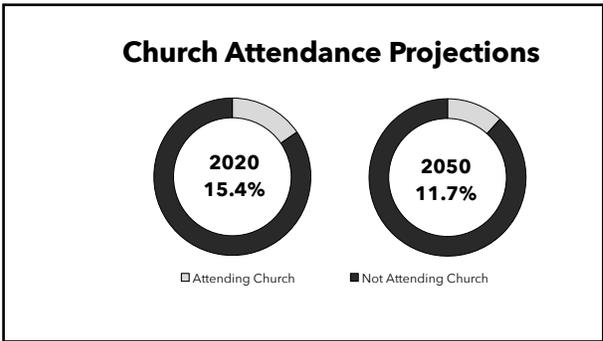
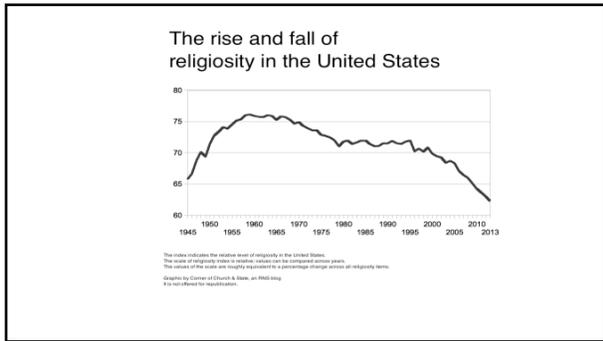


Need for Strategic Envisioning

1. Churches all across America are **struggling**.
"80 to 85% of the churches in America (340,000) are on the downside of the growth cycle."

Organizational Life Cycle





60% of young Christians 16-29 are leaving the church.

The church is bleeding fastest among it's youth.

But...
...the number of **cults** and **non-Christian groups** is growing.

Mormons

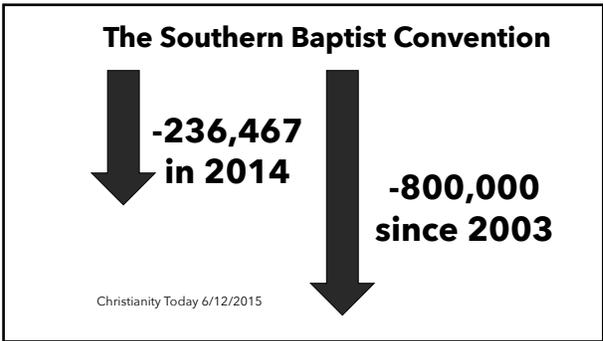
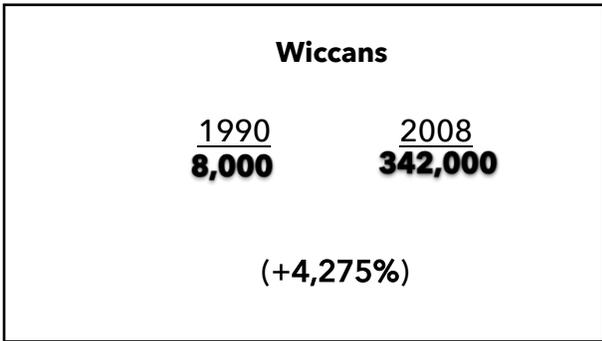
Year	Population
1965	1,789,175
2011	6,058,096

(+339%)

Jehovah's Witnesses

Year	Population
1965	330,358
2011	1,162,686

(+352%)



QUESTION:
What is the heart of the problem?

ANSWER:
The Church has lost its cultural place, and people's views on God, Jesus, & Spirituality have shifted.

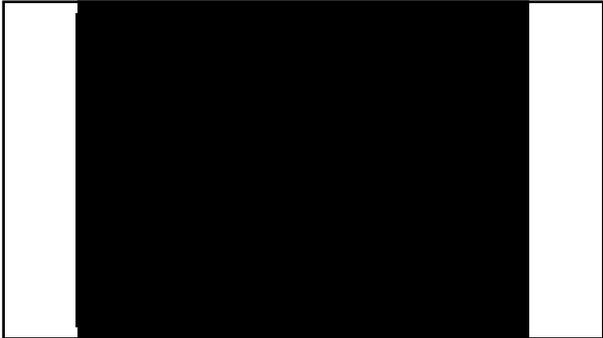
The Role of the Church

Only
17%
of adults think that
"a person's faith is meant to be developed by
involvement in a local church."

- George Barna

Discussion Question:
Which of these statistics, if any, troubles you the most?

THE TRUTH:
The church landscape is **rapidly and radically changing** and becoming more **complex**.



What does this mean for the future of the Church?
Watershed change has signaled a **whole new era** for *all* churches. Either you **change or you die!**

“America is clearly becoming **less Christian, less evangelized,** and **less churched**. Yet **most** in our churches **seem oblivious** to this reality.”

SOLUTION

What’s not the Solution?

1. In general, the **traditional church model** doesn’t work any more!
2. This is an indication that **who** and **what got us to where we are**, will not necessarily get us to where we need to be!

What's not the Solution?

3. We can't do **what we've always done** with **the same people** and expect different results!

THAT'S INSANITY

4. Past success guarantees nothing!

So what is the solution?

Christ's Solution was...
CHURCH BUILDING!

Church Building

What?

"And I tell you that you are Peter, and on this rock **I will build my church**, and the gates of Hades will not overcome it."

Matt. 16:18

HOW?

The **Strategic Envisioning** process!

Two Approaches to Strategic Planning

Model

- One-size-fits-all
- Pre-determined answers to strategic questions
- Built on the success of others
- Easy

Process

- Authentic
- No pre-conceived agenda when answering strategic questions
- Designing a path for *your* success
- Hard

Strategic Envisioning

We guide you through a **PROCESS**

The **Strategic Envisioning process** results in an **authentic model** that is true to:

- **Who** you are (Identity)
- **Where** you are (geography)
- **When** you are (chronology-times)

REMEMBER: Process produces your model.

Guiding Principles:

We must never abandon the timeless guidelines God provides for churches in Scripture!

We must resist believing extra-biblical methods have the same weight as Scripture.

Strategic Envisioning Process

FIVE STAGES

- 1. Prepare**
- 2. Prioritize**
- 3. Process**
- 4. Perceive**
- 5. Perform**

Stage 1: Prepare*

MONTH 1

The first stage is about preparing the church for the process of Strategic Envisioning.

KEY GOALS:

- Forming the SLT
- Conducting the CMA
- Laying a Spiritual Foundation

Stage 2: Prioritize

MONTH 2

The second stage is about prioritizing the church's identity development.

KEY GOALS:

- Developing or re-confirming the Mission statement
- Defining the church's actual and aspirational Core Values

Stage 3: Process

MONTH 3 - 5

The third stage is about processing through six key areas of strategy.

KEY GOALS:

- Develop critical strategies in key areas that are in alignment with the church's identity
- Begin vision formation through strategy
- Plan for and initiate strategy implementation

Stage 3: Process

MONTH 3 - 5

6 KEY AREAS OF STRATEGY:

1. Community Outreach
2. Disciple Making
3. Congregational Mobilization
4. Staffing
5. Facility & Setting
6. Finances

Stage 4: Perceive

MONTH 6

The fourth stage is about translating strategy into Vision.

KEY GOALS:

- Craft & present Vision Statements around key strategies
- Leadership develops a unified, cohesive Vision for the future

Stage 5: Perform

MONTH 7 - 12+

The fifth stage is about putting strategies into practice and pursuing the Vision.

KEY GOALS:

- Create performance goals
- Commit to implementation practices
- Develop effective tactics for evaluation

Additional Strategies

Sometimes, churches will ask us to help them work through one or two additional areas of strategy:

- Leadership Development/Leadership Pipeline Design
- Governance/Polity Revisions

Stage 1: Prepare*

MONTH 1

The first stage is about preparing the church for the process of Strategic Envisioning.

There are seven steps involved in the Prepare stage.

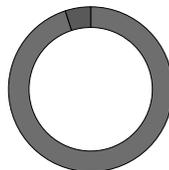
Note: Some of these have already happened!

Step 1: Secure the support of the empowered leadership

CHURCH POLITY/POWER

- Your CMA said:
 - 95% - Board
 - 5% - Other individuals

■ Board
■ Other Individuals



Step 1: Secure the support of the empowered leadership

Others to consider:

- The **pastor's** support.
- A **patriarch/matriarch's** support.
- A **family** or families' support.
- "Deep **pockets**" support (\$)
- The **staff's** support.

Step 2: Recruit an SLT (Strategic Leadership Team)

Who?

A team of primarily lay leaders who, on behalf of the whole church, lead it through the envisioning process.

The Team

The Time?

1. 6--up to 8 months* (**plus** implementation)
2. Meet at least monthly - "momentum"
3. Meeting Times
Friday: 6:00-9:00pm
Saturday: 8:00-noon

Expectations of the Team

The Commitment?

1. **Pray** for the church, team, pastor, the staff, and process.
2. Be a **positive participant** who enthusiastically **supports** the process.
3. Be a **team player** (not a "yes" person).
4. **Attend** the meetings (quorum).
5. Commit one year to the implementation of the strategy.

Expectations of the Team

The Commitment?

6. Proactively and positively **promote** the work of the team with the congregation.
7. Proactively **support** the pastor and the staff in the church's new direction.
8. Be actively involved in leading and/or working on an **implementation team (IT)**.
9. Agree to operate by **consensus** (how the team will **make decisions**).*

Expectations of the Team

Consensus

- It requires **unity** (most agree) **but not unanimity** (all agree).
- It's reached when all the members can say:
 - They either **agree with** the decision or
 - They've **had their day in court** but were not able to convince the others.

Expectations of the Team

Consensus

- Doesn't require unanimity since **members may still disagree** but are willing to work toward its success.
- In the final analysis **all agree to support the outcome** (that's a good **team player**).
- No **parking lot meetings**.

The Team

"Privilege"

When in the life of the church does a group this size ever gather to have a say about **the future of their church?**

Expectations of the Team

The Commitment

Sign **Covenants of Commitment** - if you'll commit to be on the SLT.

Working with a Consultant

- You only get **one shot** at it per decade: there's no plan B!
- Give it **your best shot** so you get some help.
- Knows where all the "potholes" are.
- He brings "outsider objectivity" to the process.

Working with a Consultant

- He's not part of church's **politics**, he has **no axe to grind** (people trust his guidance)
- **Why not the staff?** They don't have the time or expertise to pull it off! (not trained to do this in seminary).

Step 3: Communicate constantly with congregation.

- You can't lead people who don't trust you!

"Trust is the leader's currency for change!"

- **Communication is how you build trust!**

Step 3: Communicate constantly with congregation.

- **Assume you have trust & want to keep it?** (Safe assumption?)

- Where is the church on a **trust scale from 1 (low) to 10 (high)?**

Initial Communication

- **Announce** to the church that you're beginning a strategic envisioning process and you want to keep them informed.

- **Anyone may attend sessions to observe!**

Step 4: Assess the church's readiness for change. (It will guide the process).

The Christian life is **all about change**. If you aren't changing (growing) each year, then something is wrong!

A willingness to change is critical to the life of the church.

Vital congregations are able to change and adapt.

Step 5: Approach the process with reasonable time expectations (it will pace the process)

- Change doesn't happen overnight (e.g. Moses - 40 years!)

- It took time to get where you are, it will take time to get where you want to be.

Step 5 Cont'd:

- Some change will happen **immediately**
 - **Identify** low hanging fruit

- Deep change - **3 to 8 years** (no "quick fix")

- So what will you need? **PATIENCE!**

Step 6: Conduct a Church Analysis (it will inform the process)

- Question: How will you keep your **finger on the pulse** of your congregation?

- Answer: Regularly check the church's **vital signs**.

- Even though we have already conducted the CMA, **vital signs must be measured regularly!**

Step 7: Lay a spiritual foundation (will undergird the process)

Don't forget the four action steps:

- 1. Repent & Confess.**
- 2. Forgive & Be Forgiven.**
- 3. Align Your Attitude.**
- 4. Align Your Actions.**

Questions?

Theology of Change

READINESS FOR CHANGE AUDIT

<u>Score</u>	<u>Result</u>
20-40	Change will not likely take place.
40-60	Change may take place with varying success.
60-80	Chances are good that you will implement change.

Your Score:

Readiness for Change

Embrace a **biblical theology of change.**

- Function
- Form
- Freedom