

Taking Your Church Leadership to the Next Level of Ministry Leadership

*Workshop Created for
CCDA By:*

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Session Goals

1. Share stories about bringing change to how outreach leaders lead ministry
2. Identify barriers that block change in how outreach leaders lead ministry
3. Review a "theory of change"
4. Discuss elements that can leverage change
5. Promote longevity for the new leadership pathways
6. Appendix - A Charge to the Deacons

NOTE: We are not focusing on any particular kind of change in ministry leadership. That is a local congregational matter. We are focusing in this workshop on tips and clues for creating change.

Sharing Stories

Let's spend a few minutes sharing stories of efforts that were expended to help our outreach leaders evolve how they lead ministry. When sharing stories, think about:

- The kind of leadership styles or methods that prevailed
- The preferred styles or methods
- What you or others did to promote change
- The results of the change efforts.

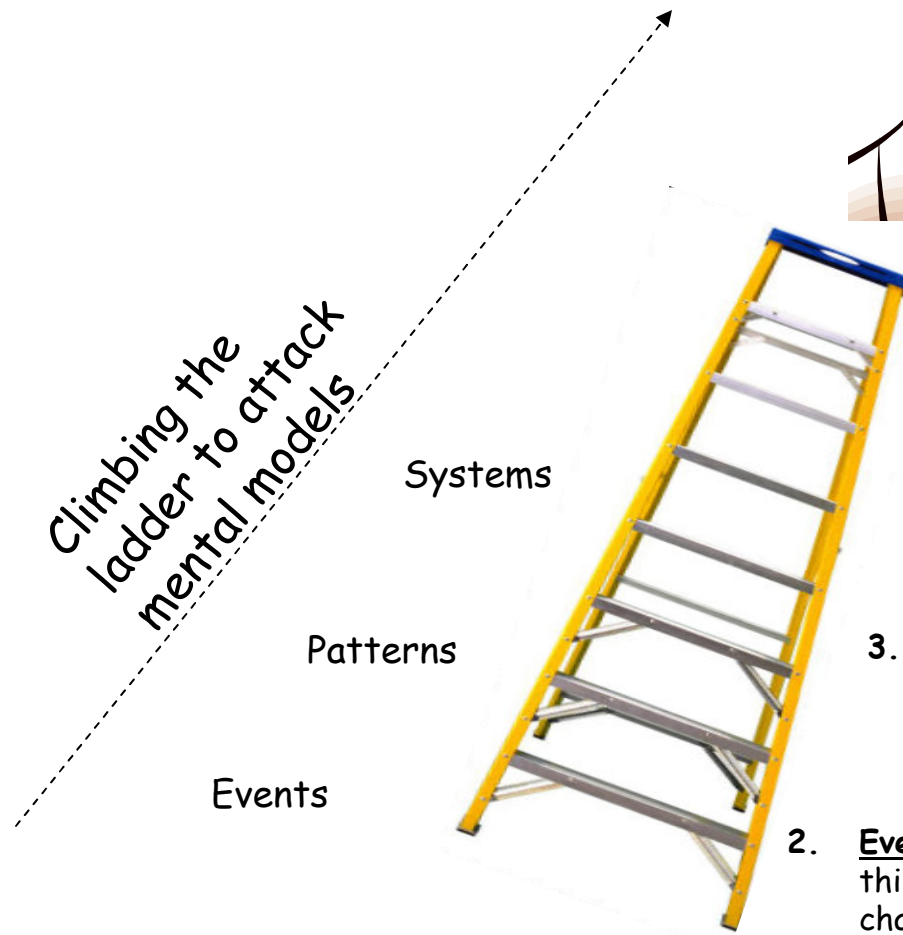
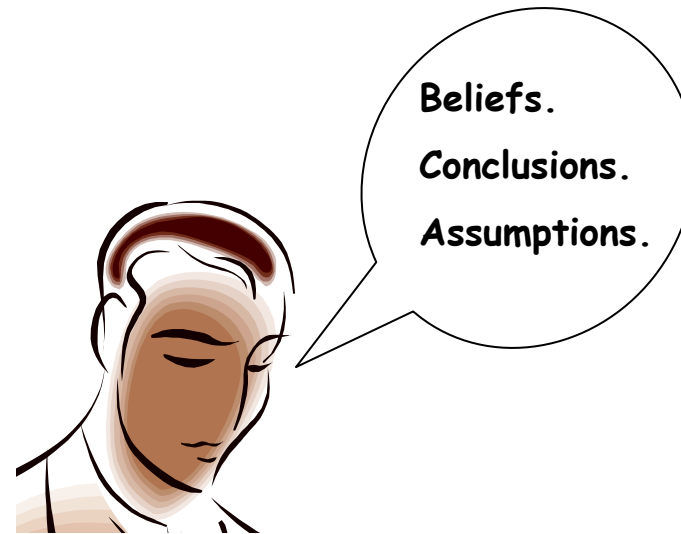
Barriers to Change

Regardless of the success of the efforts to change, what were some of the barriers you or others encountered as you tried to bring change to the outreach leaders' leadership methods and styles. Keep in mind that some barriers are simply tradition itself - "*we always did it that way...*" Other barriers are systemic - for example, some leaders may serve a term, which requires a significant number of them to "go out of office" annually, and the new approaches must be re-authorized. Let's make our list of barriers below:

Why might making changes be so hard, even when our desired goals are great?

Some ideas about why mental models, including those undergirding how we do ministry, are hard to change:

1. We have closely-held beliefs based on what we observe, the assumptions we draw about them, the conclusions we make based on those assumptions, and how those conclusions solidify our beliefs.



4. **Systems** - Whole new ways of producing information for people to observe and create assumptions on. Can be effective as a change strategy!

3. **Patterns** - Collections of events. We hope they are enough to get us to change. Often ineffective as a change strategy!

2. **Events** - We do these single-occurrence things, often hoping they will get us to change. Generally is ineffective as a change strategy!

A “Theory of Change”

The concept “*theory of change*” is becoming a buzz term. It focuses on the assumptions and beliefs that underpin the whys and hows change occurs. Often, it is not enough to have a good idea or champion a worthy cause. For the effort to be successful, and well-conceived view of how change is guided can be critical.

Otis White, President of Civic Strategies, Inc., wrote an article entitled “*A Good, Simple Theory for Change*”. (<http://www.civic-strategies.com/library/change.pdf>) The article provides, in a nutshell, an excellent view of the concept. On the next slides, we examine White’s description of it.

A Theory of Change

What is a "theory of change"? It's the connecting ideas behind why a model for a project or program should work. It's what keeps people focused on the basic elements of creating change.

Here is White's theory of change formula:

$$\mathcal{D} \times \mathcal{M} \times \mathcal{P} = \text{Change}$$

"D" = Dissatisfaction with the status quo

"M" = Model of preferred future

"P" = Plan of implementation

"x" indicates that each factor can have a range relative to amount and scope. It is not enough for a factor to be present.

Without these three elements, there will be no change!

Three Uses for this Theory of Change

1. **Before Project Involvement.** Likelihood of success.
 - A. Who is dissatisfied with current situation?
 - B. How might things be different?
 - C. Important first steps?
2. **During Project Involvement.** Track progress.
 - A. Is the case for change being made & accepted by participants?
 - B. Have participants convincingly described the future?
 - C. Do we know how to gather and use resources?
3. **After Project Involvement.** Judge own performance.
 - A. Review achievement to see where I could have done better.

Elements that Can Help Leverage Change in Leadership Pathways

1. A committed insider who is a gatekeeper, or has access to gatekeepers
2. A group that supports the insider
3. Regular adult education classes on new ministry models and principles, e.g. <http://ccda.org/about/philosophy.shtml>
4. Partnership with outreach leadership on creating new ministry leadership paradigm
5. Regular, short teachings at leadership team meetings on new ministry principles
6. Set aside occasions in worship services for hearing from neighbors and community leaders on issues relevant to what the church might provide ministry to or with, and congregation prays for guests
7. Identify specific ministry opportunities the leadership bless through which former congregational leaders (especially if on terms of office) minister or lead
8. Restructure leadership along lines consistent with new ministry values and models
9. Time (may take 1-3 years to effectively transition)

Ensuring Longevity for New Leadership Pathways

We face two very different challenges when seeking to transition a set of leadership patterns:

- Establishing the patterns
- Securing the established patterns.

Your gains might have to be re-established year after year. List below some reasons for this:

Here are some tips for securing the new leadership pathways:

1. Capture the essence of the change in a mission statement and review it at the start of all meetings
2. Consistently look for and align with people in the congregation who are doing and leading ministries, and schedule periodic communication between the outreach leadership and them for mutual sharing, support, and equipping
3. Develop relationships with neighborhood and community leaders, encouraging exchanges with them one-to-one, at outreach team meetings, during worship services (see slide 9, #6)
4. Individual leaders can participate in community associations, etc., on behalf of the diaconate, and report back on association activities, initiatives, etc.
5. Adopt one or more of the Communities First workbooks (see www.crwrc.org for information) as a basis for operationalizing the new ministry leadership model
6. Think about how to sustain your changes for at least five-years. If you can go that far, chances are good that you will be establishing new norms.

Appendix:

Charge to the CRC Deacons

Though written for one denomination, this charge is visionary, radical, and focused, and will serve well all who go by it .

I charge you, Deacons, to inspire faithful stewardship in this congregation. Remind us that "from everyone who has been given much, much will be demanded" (Luke 12:48b).

Teach us to be merciful.

Prompt us to seize new opportunities to worship God with offerings of wealth, time, and ability. Realize that benevolence is a quality of our life in Christ and not merely a matter of financial assistance.

Therefore, minister to rich and poor alike, both within and outside the church. Weigh the needs of causes and use the church's resources discerningly. Be compassionate to the needy. Respect their need for dignity; hold in trust all sensitive matters confided in you. Encourage them with words that create hope in their hearts and with deeds that bring joy to their lives.

Be prophetic critics of the waste, injustice, and selfishness in our society, and be sensitive counselors to the victims of such evils.

Let your lives be above reproach; live as examples of Christ Jesus; look to the interests of others; 2