**Shared Learning Experience**

- **Shepherd**
- **Manager**
- **Teacher**
- **CEO**
- **Visionary**

**Session Four**
Taking Your Church to the Next Level
"Leadership: The art of getting someone else to do something you want done because he wants to do it."

Dwight Eisenhower
Core Purpose and Objectives

Our core purpose today is to:

Understand the impact of a church’s age and size on how one leads.

To achieve this core purpose, you will learn to:

- Understand the lifecycle of a church and where in the cycle your church presently is.
- Understand the uniqueness of each size-category of church and what a church must focus on in order to move to the next larger size.
- Understand the leadership roles needed at the various sizes.

Key Ground Rules:

- Be on time
- Be engaged
- Be curious
- Be respectful
"Every organization must be prepared to abandon everything it does to survive in the future."

Peter Drucker
Spiritual Centering

Scripture: Revelation Chapters 2-4

Reflection Questions:

1. Describe in a couple words the state of the seven churches mentioned.

   Ephesus: ___________________________________________________________

   Smyrna: ___________________________________________________________

   Pergamum: _________________________________________________________

   Thyatira: _________________________________________________________

   Sardis: __________________________________________________________

   Philadelphia: _____________________________________________________

   Laodicea: _________________________________________________________

2. Which of the above churches does your church best identify with? Why?

3. What might we learn from the experience of these earlier churches?
“The key to successful leadership today is influence, not authority.”

Kenneth Blanchard
Action Plan Review

Now it’s time for you to review with your team the action plans you made last session.

Keep in mind that for Action Plans to be successful, they must include:

Accountability, Application Learning and Peer Mentoring.

Please share with your group:

1. **Accountability:** Were you able to accomplish what you said you were going to do? If not, what got in the way?

2. **Application Learning:** What happened when you applied what you learned in the books or Saturday sessions to your specific situation?

3. **Peer Mentoring:** Look for opportunities to help each other with any challenges. (Chances are we all have similar struggles or have dealt with the same types of struggles in our careers.)

How did your homework assignments go?

1. Did you make sure your church has a prayer team for FCJ?

2. Are you sharing what you are learning with others in your congregation?

3. Did you conduct interviews with people in your community to discover community needs, desires, hopes and fears? What did you find?

4. Did you check out the resources on the Conference website for Community Assessment?
"A new leader has to be able to change an organization that is dreamless, soulless and visionless...someone’s got to make a wakeup call."

Warren Bennis
Leadership Lessons from
*Taking Your Church to the Next Level*, by Gary McIntosh

Three realities

According to the book we read by Gary McIntosh, there are three realities in a church ministry.

- Local churches experience a predictable ______________ of growth and decline.
- You cannot lead a ______________ in the same way you would a ______________.
- Other than its basic beliefs and values, the two major forces that impact a church’s growth are its __________ and its __________.

Lifecycle of a Church

<table>
<thead>
<tr>
<th>Upside of Lifecycle</th>
<th>Downside of Lifecycle</th>
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<tbody>
<tr>
<td>1. Birth (Vrps)</td>
<td>6. Maturity (vRPS)</td>
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<td>2. Infancy (VRps)</td>
<td>7. Empty Nest (vRpS)</td>
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<td>3. Childhood (VRPs)</td>
<td>8. Retirement (vRPS)</td>
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<td>4. Adolescence (VRPs)</td>
<td>9. Old Age (vprS)</td>
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<tr>
<td>5. Adulthood (VRPS)</td>
<td>10. Death (s)</td>
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Four key components that determine where a church is on the lifecycle:

- **V** = Vision
- **R** = Relationships
- **P** = Program
- **S** = Structure
“Every organization must be prepared to abandon everything it does to survive in the future.”

Peter Drucker
Lifecycle of a Church, continued

V = Vision is where the church has a clear picture of where it is going, a driving ____________________ and ____________________.
   • Vision __________________, congregation needs to be reminded of it at least monthly.
   • All ministries of the church need to be __________________________ with the vision.

R = Relationship is where the church is focused on reaching new ________________ and developing __________________________.
   • The ability for people to develop relationships with other people is crucial for __________________________ the lifecycle of a congregation.
   • Every church needs three groups:
     1. Large groups for __________________ and __________________.
     2. Mid-size groups for __________________ and __________________.
     3. Small groups for __________________ and __________________.

P = Program is the church’s ministries that are __________________________ and __________________________.
   • The purpose of programs in a congregation is to:
     1. Help disciples __________________________.
     2. Aid disciples in making __________________________.
"Managers think about today. Leaders think about tomorrow."
Dan McCreary

"Leaders manage change. Managers control process."
Anon
Lifecycle of a Church, *continued*

**P** = Program, continued

- Key questions to ask:
  1. How does this program contribute to an ____________________________ mission?
  2. Does it attract ______________________ and ___________________________ people?
  3. Is the program ________________________?

**S** = Structure is the church’s __________________________

and __________________________ to facilitate its vision and ministries.

- Many times structure focuses on ____________________________ and ____________________________ instead of vision and outreach.
- Structure relies on leaders that are ________________________ and ____________________________. The growth of any organization is in ____________________________ to the leaders being developed.
- Leaders must be given clear _______________________________ and _______________________________, then be held ____________________________.
- ____________________________ cannot lead nor be held accountable.
“The leader has to be practical and a realist, yet must talk the language of the visionary and the idealist.”

Eric Hoffer
Reflection Questions:

1. What stage on the lifecycle is your church?

2. Which of the four components of the lifecycle (VRPS) do you feel is influencing your church the most at this time?

3. Which one does it need to give more attention to?

Change is necessary!

1. The top of the curve is _________________.

2. Stable is actually the beginning of _________________.

3. Practicing the phrase “If it ain’t broke ________________ will actually cause a church to decline.

4. The seven churches of ________________ demonstrate that a natural congregational life cycle existed during the first century. It’s not just a ________________ or ________________ phenomenon.
"There is nothing so useless as doing efficiently that which should not be done at all."

Peter F. Drucker
Church Sizes & Operational Styles  
(from Roy Oswald's *Making Your Church More Inviting, 1992*)

**Family Size Church**  
Usually known in the community for one vibrant ministry  
Size: 1-50 weekly average worship  
Plateau: 50-70 (impacts 70% of U.S. churches)  
Organization: Single cell/extended family (“We all know each other.”)  
Led by: Patriarch/matriarch  
Role of pastor: Pastoral care  
Key for leader: Allow the patriarch/matriarch to lead the first 3-5 years  
Leader challenges: Not taking on the patriarch/matriarch; not trying to take the church in a new direction right away  
Keys to growing: Have a long-term pastor who, earns the trust of the people—even the patriarch/matriarch; become multi-celled

**Pastoral Size**  
Known for 2-3 strong ministries--worship with a personal touch  
Size: 50-150  
Plateau: 150-200 (impacts 25% of U.S. churches)  
Organization: Several over-lapping family friendship networks unified around the pastor  
Role of pastor: Lead all programming, relate to all members, provide pastoral care  
Leader challenges: Not trying to do it all (not empowering others); not trying to have a relationship with everyone, to be everyone’s friend  
Keys to growing: Pastor gets the support of key lay people to change his/her role from doing ministry to growing leaders; clarify mission focus and develop specialized ministries to fulfill it: develop staff/leaders

**Program Size**  
Known for the quality and variety of its programs  
Size: 200-350  
Plateau: 350-400 (impacts 4+ of U.S. churches)  
Organization: Team (paid/unpaid leaders, committees); multi-cell, multi-program  
Role of pastor: Assembling and guiding small team of program leaders around the church’s mission and vision  
Leader challenges: Pastor must regularly meet with, motivate, and grow leaders  
Keys to growing: Develop a multiple staff that works as a team; pastor doesn’t just manage congregation’s energy but builds it; develop ministry systems (e.g. welcoming, tracking, discipling, communicating, caring for members, connecting with community, etc.)

**Corporate Size**  
Has a significant institutional presence in the community  
Size: 350+  
Plateaus: 800-1,000 (impacts -1% of U.S. churches)  
Organization: Pastor led; multi-cell, multi-program; complex, diverse  
Role of pastor: Preaching, presiding, leading the board, heading staff; unifying a diverse energetic community around the vision; is the face to the place, visible in the community  
Leader challenges: Leaders/staff must develop leaders rather than do the ministry  
Keys to growing: Rely regularly on outside consultants; continually build momentum; develop and grow ministry systems (e.g. welcoming, tracking, discipling, communicating, caring for members, connecting with community, etc.)
In matters of style, swim with the current; In matters of principle, stand like a rock.”

Thomas Jefferson
Reflection Questions:

1. Which size best fits your church?
2. Is its description accurate?
3. How do your pastor and leaders’ roles need to change in order to grow to the next-sized church?
4. What are the key issues your church has to address in order to grow larger?

Growth Barriers

1. Many times churches will get stuck at a particular size and have trouble growing larger. This is called ____________________ or ____________________.
2. In order to move through the barrier, churches must begin functioning as though they are the _____________________________.
3. The most common barrier is around ____________ in average weekly worship.
4. Typically breaking this barrier requires a church to add _________________________________.
5. This is also the most difficult barrier to break through because most churches don't want to lose their sense of being _____________________________.
6. In order to break through, a church must move from being a church consisting of one congregation to a church of _____________________________.
7. Most people looking for a church desire either a small church that has a _____________________________, or a large church that can offer a multitude of excellent _____________________________. That is one reason why middle-size churches are _______________________________.
"The leader who creates a line of sight between vision and task can inspire greatness."

Clark & Crossland
The Leader’s Voice
Questions that will help a church move to the next level

From *The Healthy Small Church* by Dennis Bickers

1. How can you improve the __________ and __________ of your worship services?
2. Are the times of your worship services ________________ people?
3. Is every committee and position in your church ________________?
4. Is your church ready to receive ________________?
5. How much do people have to know before they can ________________ in church events?
6. Do the sermons ________________ up or ________________ up?

Reflection Questions:

1. Does your church appear to be hitting a barrier?
2. What changes must your church make in order to begin functioning like the next size larger?
3. Which of the six questions is most important for your church to consider?
4. Given today’s presentation what will you take home to discuss with your team back home?

Toolbox:

- Asking the “so that…” question (Session 1)
- Using a team/church covenant (Session 1)
- MissionInsite demographic tool (Session 2)
- Prayer team (Session 3)
- Leadership Development process/team (Session 3)
- Lifecycle model (Session 4)
"I assure you that whoever believes in me will do the works that I do. They will do even greater works than these because I am going to the Father."

Jesus
Action Plan

List some specific steps you could take and/or resources you could consult to develop your skills in the areas that we covered today:

________________________________________________________
________________________________________________________
________________________________________________________
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What is one action that you will take between now and our next session together?

________________________________________________________
________________________________________________________
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What will success look like concerning that action?

________________________________________________________
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**Action Plan Assignments for the Next Session:**

1. Make a plan for sharing your findings from the community interviews with members of your congregation.
2. Continue sharing what you are learning in the Shared Learning Experience with others in your congregation.

**Best Practices**

- Work with a pastor to start a leadership class using this material.
- Work with a coach or mentor.
- Take a personality inventory, DISC, LEAD, Myers-Briggs, Gallup StrengthsFinder

**Additional Resources**

*Unleashing the Potential of the Smaller Church*, edited by Shawn McMullen

*The Healthy Small Church: Diagnosis and Treatment for the Big Issues* by Dennis Bickers

*The In-Between Church-Navigating the Size Transitions in Congregations*, by Alice Mann

*Size Transitions in Congregations*, edited by Beth Ann Gaede

*Courageous Leadership*, by Bill Hybels

**Continue the Conversation!**

You can continue to share and learn from each other between sessions by going to the Indiana Conference Church Development Facebook page and blog site.

Facebook page = http://www.facebook.com/makingdisciplestransformingcommunities
Blog Site = http://churchdevinumc.wordpress.com/
# Session Evaluation

**Facilitator:** _____________________________  
**Date:** ________________

**Name:** ______________________________ (optional)

<table>
<thead>
<tr>
<th>Course</th>
<th>Poor (1)</th>
<th>Fair (2)</th>
<th>Good (3)</th>
<th>Strong (4)</th>
<th>Excellent (5)</th>
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<tbody>
<tr>
<td>1. Objectives were clearly stated and met</td>
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<td>2. Materials were useful/relevant</td>
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<td>3. Topics covered were what was expected</td>
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<td>4. Presented the subject effectively</td>
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<td>5. Demonstrated knowledge of content</td>
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<td>6. Pace of session was appropriate</td>
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<tr>
<th>Environment</th>
<th>Poor (1)</th>
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<th>Good (3)</th>
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<tr>
<td>7. Conducive to learning</td>
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<td>8. Temperature, distractions, etc...</td>
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<th>Overall</th>
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<td>9. How would you rate the session overall?</td>
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<td>10. Recommend to friend/colleague</td>
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What, if anything, would you suggest to improve this session in the future?

_______________________________________________________________________

_______________________________________________________________________

What is your biggest take-away from this session?

_______________________________________________________________________

_______________________________________________________________________

Other comments: ________________________________________________________

_______________________________________________________________________

**Thank You!**