



Society for
CHURCH
CONSULTING

LEVEL 3
ADVANCED ISSUES IN
CHURCH CONSULTATION

Leadership

- **Montgomery – “Leadership is the capacity and will to rally men and women to a common purpose, and the character which inspires confidence.”**

Leadership

**“A leader is a dealer in hope.”
-Napoleon Bonaparte,**

Leadership

Sanders – “Leadership is influence, the ability of one person to influence others to follow his or her lead”

Leadership

“is the exercise of one’s spiritual gifts and the call of God to serve a certain group of people in achieving the goals that God has given them toward under the end of glorifying God.”

Kenneth Gangel, *Feeding and Leading*

Leadership

**“For even the Son of Man
did not come to be served,
but to serve,
and to give his life
as a ransom for many”**

Mark 10:45, NIV

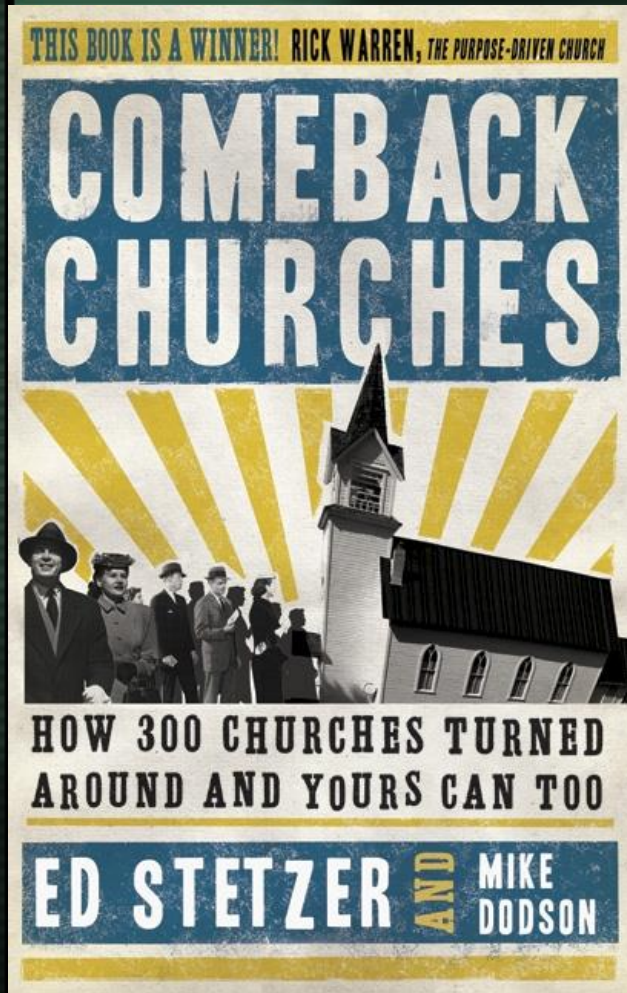
Leadership

Servant leaders humble themselves and wait for God to exalt them.

“True greatness, true leadership, is achieved not by reducing men to one’s service but in giving oneself in selfless service to them.”

-J. Oswald Sanders

Effective Leaders



1. Distinguish between obvious symptoms and underlying spiritual problems
2. Motivate others to lead
3. Are agents of action, growth, and change
4. Avoid churches and pastors that don't want to become healthy
5. Establish the critical rules of engagement before they arrive

Effective Leaders

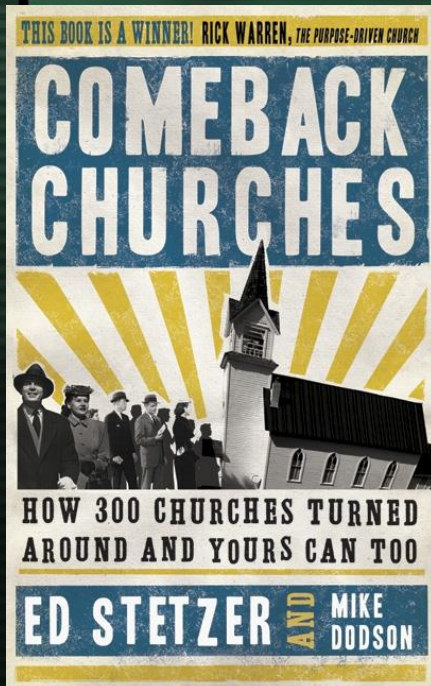
6. Pursue truth and progress

7. See the harvest

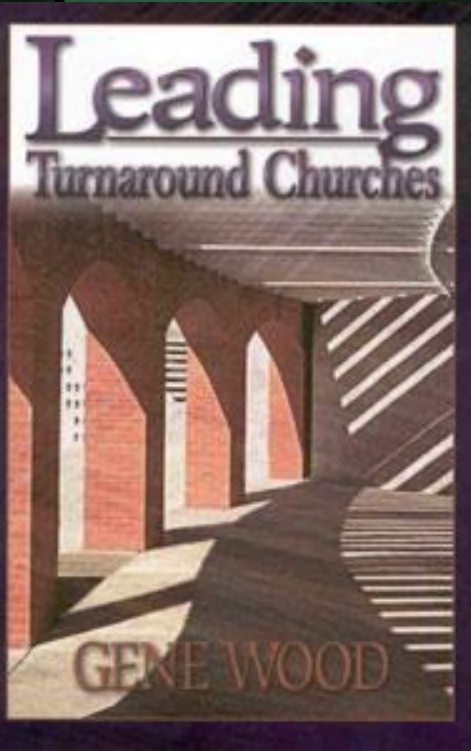
8. Are patient

9. Push servanthood and humility

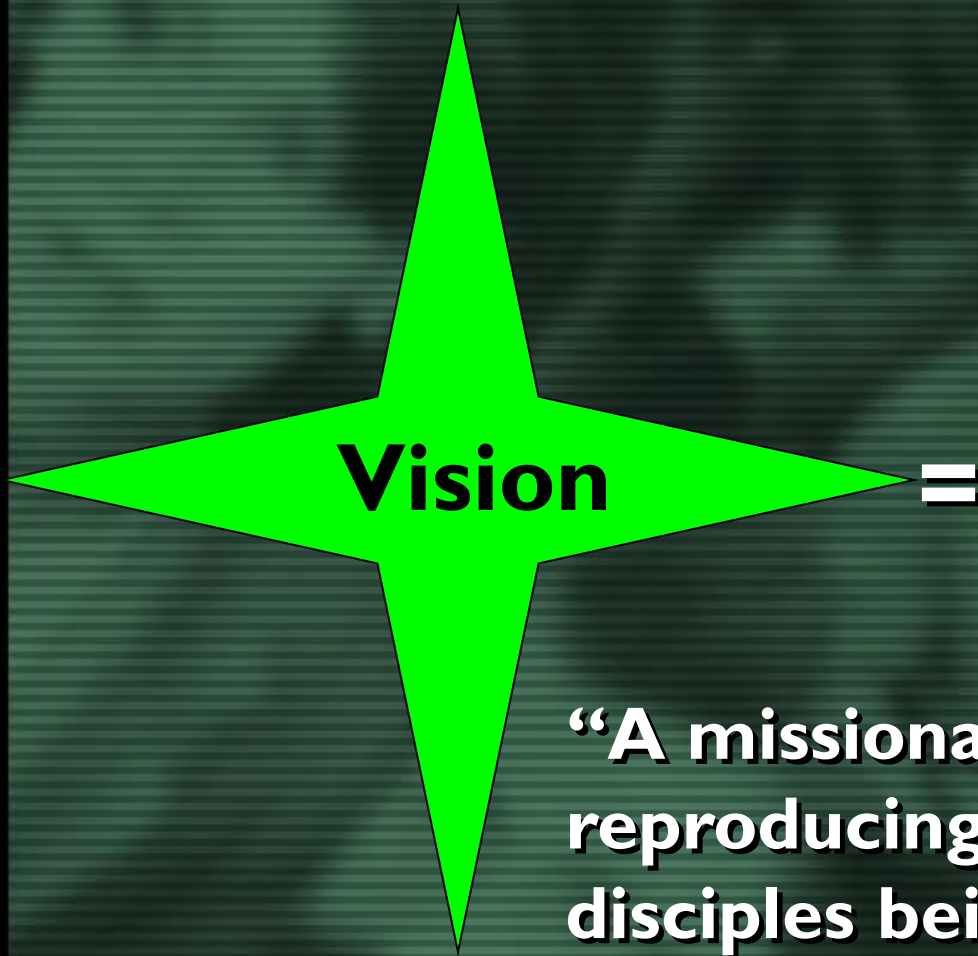
10. Make plans



Effective Leaders



- 1. Never backtrack**
- 2. Keep a close rein on their temper**
- 3. Are discreet about what they share with others**
- 4. Are willing to confront the sin of divisiveness**
- 5. Possess personal vision**



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Missional Church

“A missional church is a reproducing body of authentic disciples being equipped as missionaries sent by God to live and proclaim His Kingdom in the world.”

Motivated to declare the Gospel

Invests in biblical training

Strategically focuses on the unreached

Sacrificially supports ministry partners

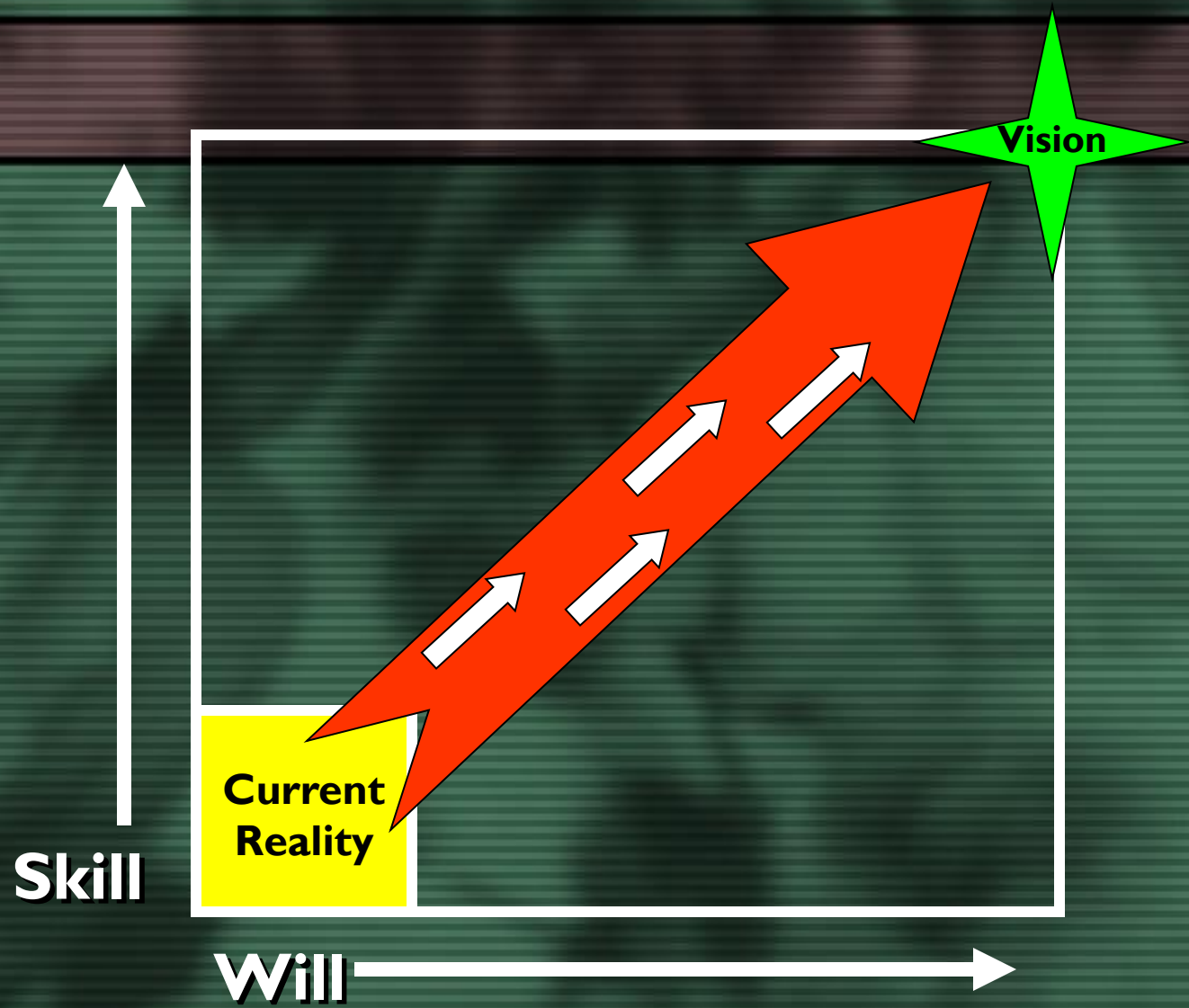
Intentionally plants new churches

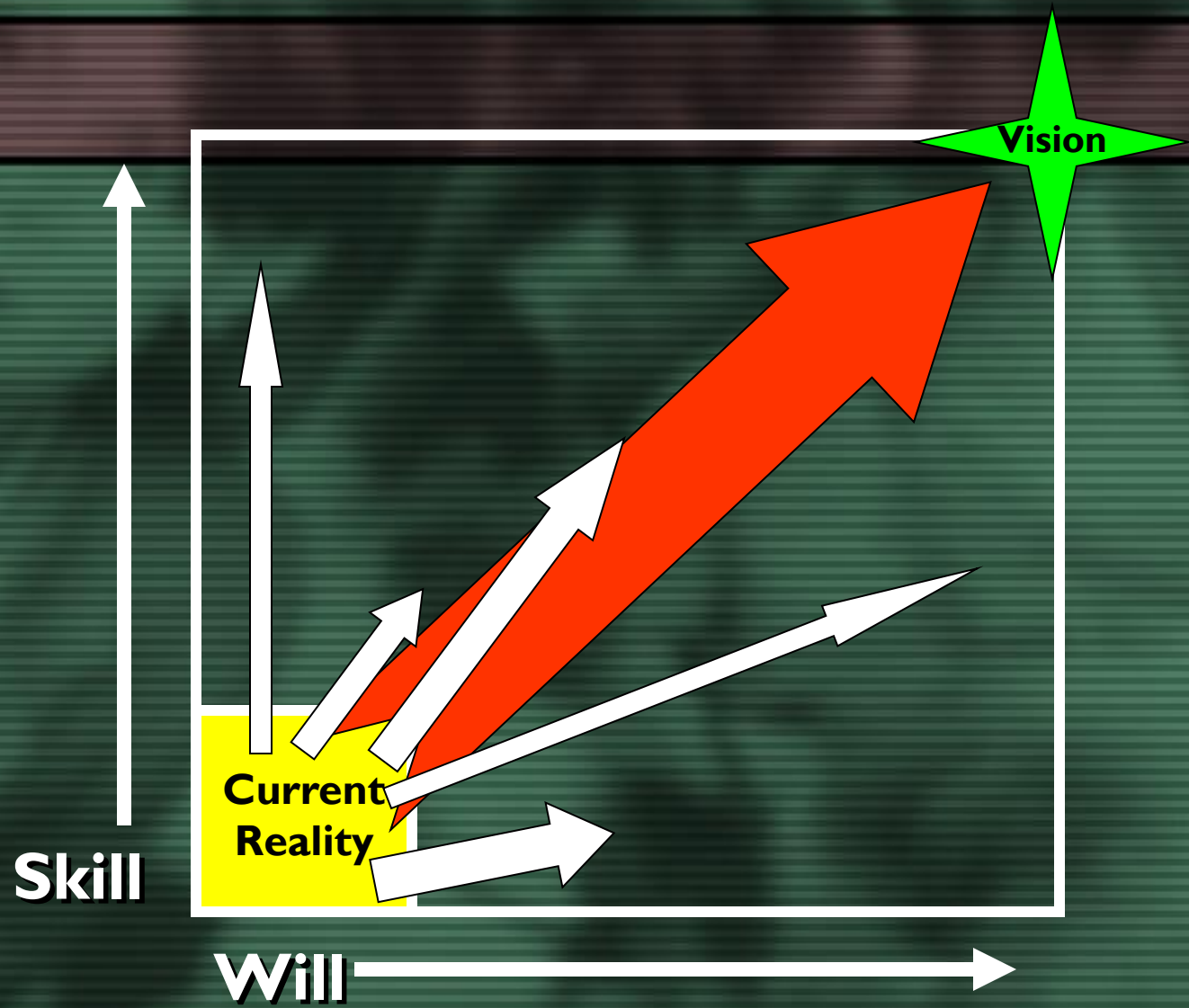
Offers “missional” opportunities

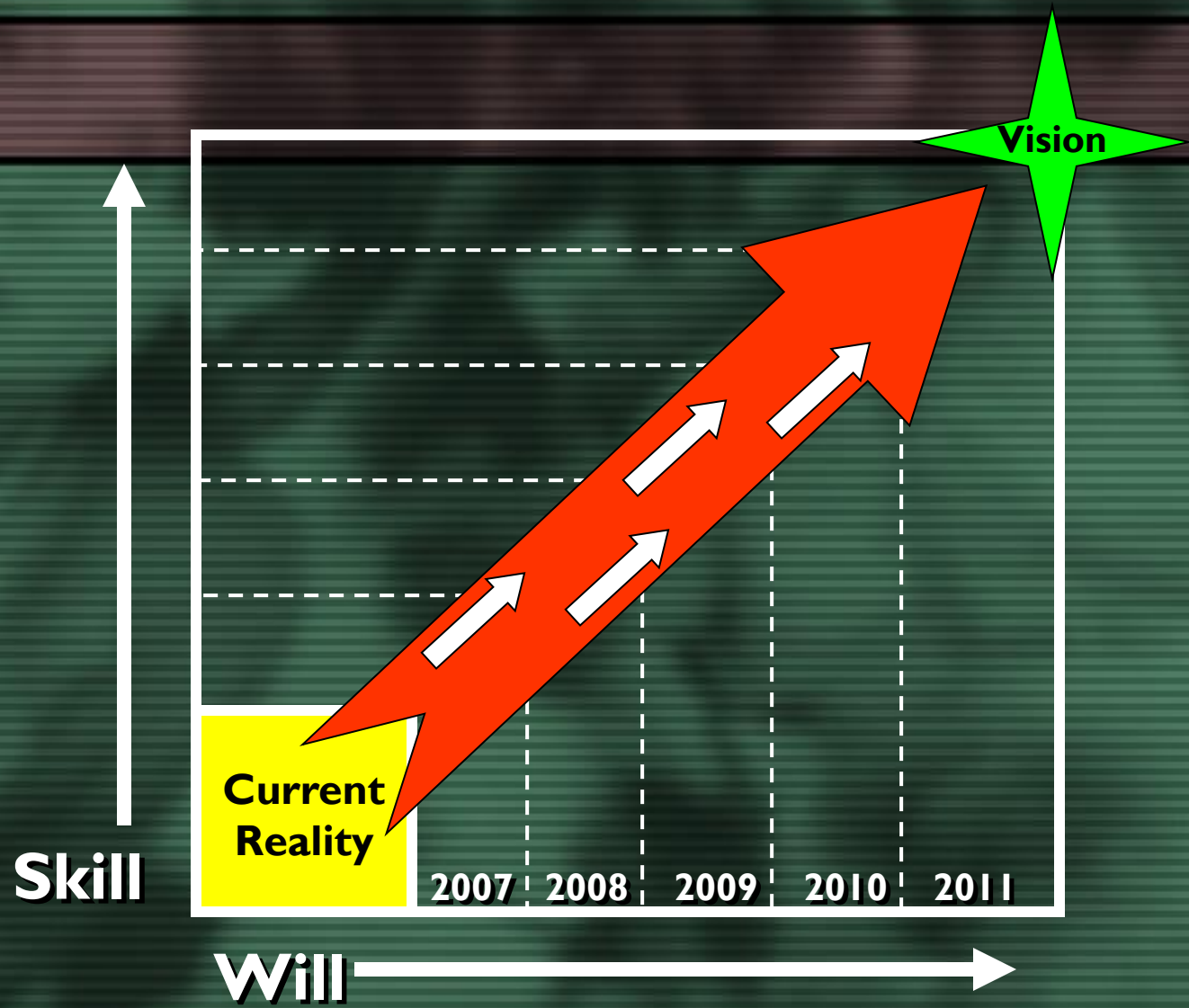
Negotiates strategic partnerships

Always focuses “glocally”

Leads on the front lines







CSI:

Critical Spiritual Investigation

The Problem: “Mission Drift”

CSI:

Critical Spiritual Investigation

I. Too Much Complacency

Pastor

1. Doomsday Thinking

5. Fear Becomes Reality

The "Fear Cycle" 2. "What ifs"

4. Fight or Flee

3. Anxiety Attacks

CSI:

Critical Spiritual Investigation

- People
- Place
- Programs
- Purpose / Priorities
- Prayers

CSI:

Critical Spiritual Investigation

2. Lack of Leadership

*John Maxwell's Levels of Leadership

5. Lead by Personhood

4. Lead by Personnel Development

3. Lead by Production & Purpose

90%

2. Lead by Permission

90%

1. Lead by Position

Level 5 Leadership

Jim Collins

- 1. Level 1 – Highly Capable Individual –
Makes productive contributions
through talent, knowledge, skills, and
good work habits.**
- 2. Level 2 – Contributing Team Leader -
Contributes individual capabilities to
the achievement of group objectives
and works effectively with others in
group settings.**

Level 5 Leadership

Jim Collins

- 3. Level 3 – Competent Manager – Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.**
- 4. Level 4 – Effective Leader – Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards**

Level 5 Leadership

Jim Collins

5. Level 5 – Executive -

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

They have an unwavering resolve to do whatever must be done but are never boastful. They look in the mirror and out the window.

Levels of Leadership

Thom Rainer – *Breakout Churches*

- 1. The Called Leader – Acts 1 (1:8; 1:21-26 – 98% Knows God’s call to ministry and has responded to that call).**
- 2. The Contributing Leader – Acts 2 (2:14-42 – 22% Takes time to do well the basics of Christian ministry such as preaching, teaching and prayer).**

Levels of Leadership cont.

3. **The Outwardly-Focused Leader – Acts 3 (3:1-10 – 14% Seeks to lead church and self to ministry beyond the walls of the church)**
4. **The Passionate Leader – Acts 4 (4:19-20 – 6% Exudes a contagious enthusiasm for ministry; others gladly follow).**

Levels of Leadership cont.

- 5. The Bold Leader – Acts 5 (5:1-11 – 3% Is willing to take risks, where success is only possible in God's power).**
- 6. The Legacy Leader – Acts 6/7 (hard to find – less than 1% Has a burden for a successful ministry beyond his own lifetime).**

8 Keys to Acts 6/7 Leadership

- 1. Fierce Biblical Faithfulness**
- 2. Tenure**
- 3. Confident Humility**
- 4. Acceptance of Responsibility**
- 5. Unconditional Love of the People**
- 6. Persistence**
- 7. Outwardly Focused Vision**
- 8. A Desire for a Lasting Legacy**

Leadership Styles

- **Significant difference when a leader moves from one level to the next.**
- **Significant gains occur when a leader moves just one level.**
- **Goals should include moving leaders from their present level to the next**

LEADERSHIP STYLES

1. CATALYST

- High task, high relationship
- Strong leader; people approacher
- Balances members' needs with fundamental mission
- Wants "participants"
- Works well in cooperative situation
- WE!

2. *COMMANDER*

- High task, low relationship
- Members either comply or leave
- Tends to have less confidence in members
- Typically imposes mission
- Wants “dependents”
- Works well in unstable or overly stable situations
- ME!

3. ENCOURAGER

- Low task, high relationship
- People are strength; goals are secondary
- Tends to be approachable, attentive; a healer
- Wants “receivers”
- Works well in orderly situations
- THEE!

4. HERMIT

- Low task, low relationship
- Closes his door; “do not disturb”
- May be naturally shy—or may have been crushed in ministry
- Wants “self starters”
- Works well in _____??
- WHY ME?

CSI:

Critical Spiritual Investigation

Another Angle of Leadership

Transactional vs Transformational

“If you perform these duties, I will pay you X dollars.”

Seeks to align emotions, values, gifts & passion with the mission.

CSI:

Critical Spiritual Investigation

Transformational Leadership...

- **Is visionary**
- **Is proactive**
- **Communicates**
- **Shares responsibility**
- **Lives the mission**
- **Is always learning**

CSI:

Critical Spiritual Investigation

3. No Vision:

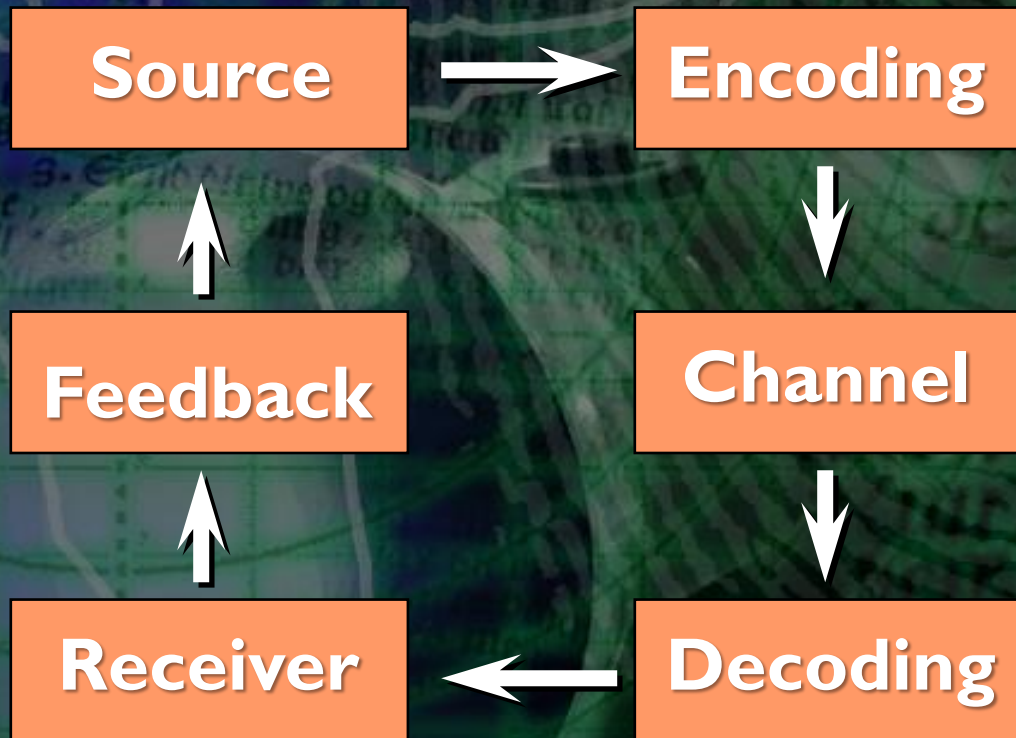
Common Vision Diseases

- Lack of Synergy
- Strategic Disconnection
- The “Way-We-Were” Syndrome
- People Blindness
- Dead Church Walking

CSI:

Critical Spiritual Investigation

4. Insufficient Communication



CSI:

Critical Spiritual Investigation

5. Failure to Anticipate Obstacles

5 Common Sacred Cows:

1. Unwritten Cows

2. Written Cows

3. Turf Cows

4. Denominational Cows

5. Personal Cows

CSI:

Critical Spiritual Investigation

6. External Bucket Brigade (Saboteurs)

1. The “Nay-Sayers”
2. The “Church Historian”
3. The “Wait-and-see-ers”
4. The “Old Dogs”
5. The “Yeah-buts”

CSI:

Critical Spiritual Investigation

- 7. No short-term wins**
- 8. Victory declared too soon**
- 9. No deep-rooted change in leadership philosophy**
- 10. Protectionism**

II. Strategic Planning

A. Key: KISS

B. Gary McIntosh: “Only 20% of American congregations pursue strategic planning.”

C. Aubrey Malphurs: “The process of thinking and acting ... involves thinking through and then doing the church’s ministry.” (*Advanced Strategic Planning*)

Why is Strategic Planning Important?



II. Strategic Planning

D. The importance of strategic planning:

- 1. To help the church know where it's going**
- 2. To help leaders develop a vision**
- 3. To allocate resources**
- 4. To build teamwork**
- 5. To base decisions**
- 6. To support fundraising**
- 7. To prevent burnout**

II. Strategic Planning

E. Why church leaders fail to plan:

- 1. Ignorance**
- 2. Fear**
- 3. Not spiritual**
- 4. Busyness**
- 5. Fail to see the need**
- 6. Lack of long-term commitment**
- 7. Maintenance mode**
- 8. False starts**

II. Strategic Planning

F. The consultant's role

G. Basic principles of strategic planning:

I. Four questions:

- a. "What is our purpose?" (mission)
- b. "Where are we going?" (direction)
- c. "Where do we want to go?" (vision)
- d. "How will we get there?" (action)

II. Strategic Planning

H. Community issues are essential

I. The mission / purpose statement:

1. Why do we exist?

2. Brief

3. Include references to the purposes of the church

II. Strategic Planning

J. Vision statement:

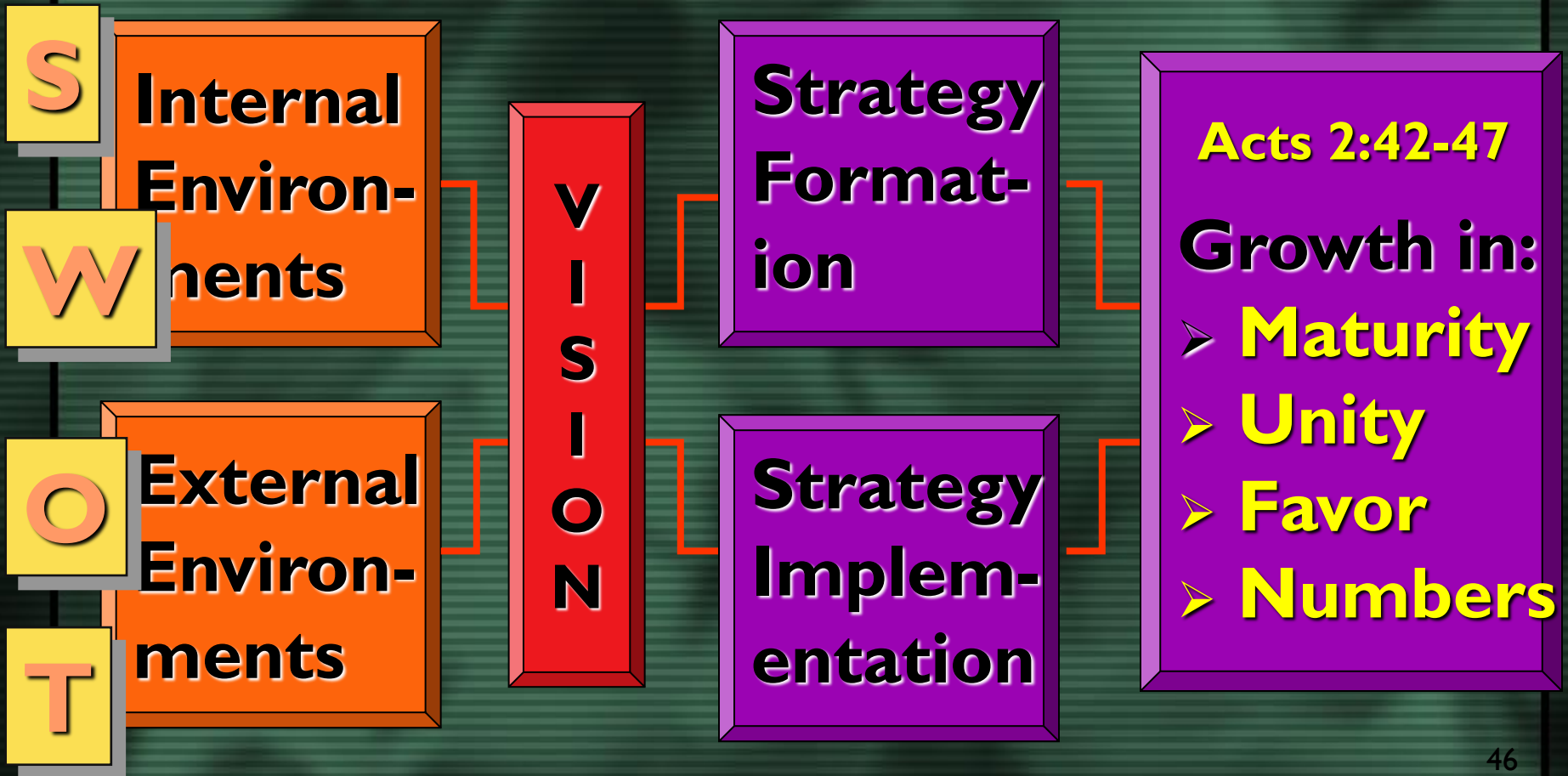
- 1. “God’s particular plan for a particular church at a particular time.”**
- 2. Not always written**
- 3. Individualized**

The Strategic Management Process

Inputs

Actions

Outcomes



II. Strategic Planning

K. Action plans:

I. Goals:

- a. Realistic**
- b. Specific**
- c. Measurable**
- d. Challenging**
- e. Flexible**

II. Strategic Planning

K. Action plans:

2. How will we get there?

3. How long will it take?

4. Who is responsible?

5. What resources are needed?

6. Feedback and evaluation

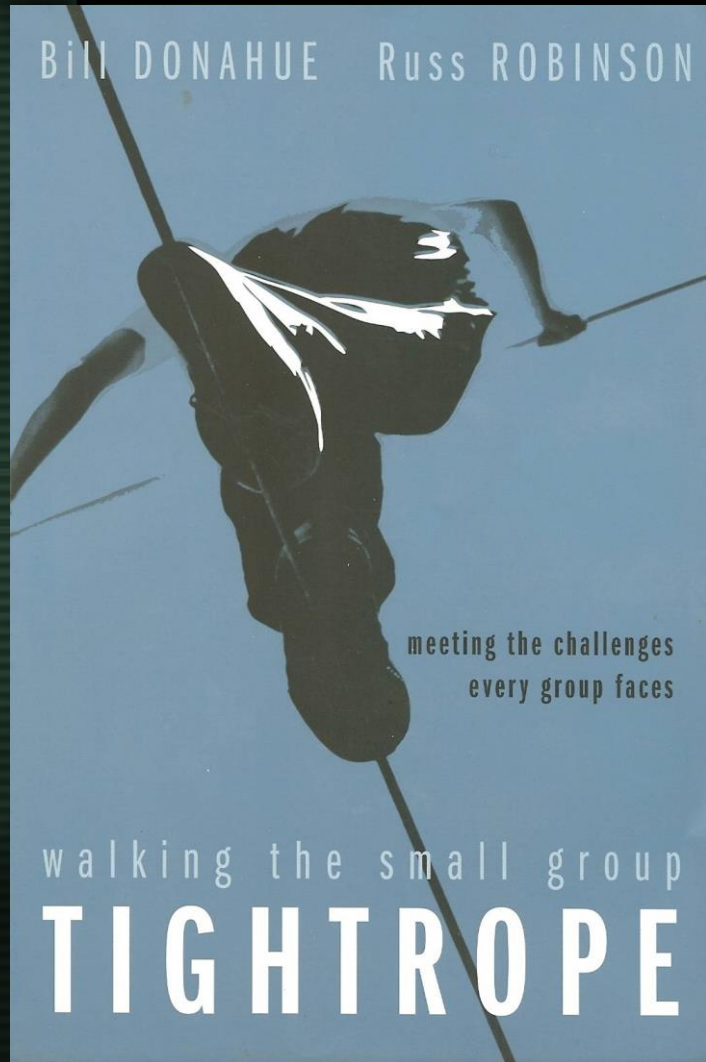
7 Reasons Your Small Group is Important



- 1. Increases individual spiritual growth**
- 2. Provides a place to build relationships**
- 3. Develops support in times of trial**
- 4. Motivates people to serve others**
- 5. Offers ideal site for assimilation**
- 6. Helps to develop leadership**
- 7. Challenges the church to grow beyond its facilities**

Small Group Challenges

Bill DONAHUE Russ ROBINSON



The Learning Challenge

Truth.....Life

The Development Challenge

Care.....Discipleship

The Relational Challenge

Friendship.....Accountability

The Reconciliation Challenge

Kindness.....Confrontation

The Impact Challenge

Task.....People

The Connection Challenge

Openness.....Intimacy

III. Small Group Issues

- A. Key: Knowing the purpose**
- B. Location and schedule**
- C. Curriculum coordination – Individual or “Sticky Church”?**
- D. Child care**
- E. Leadership development**
- F. Connection to larger body life**
- G. Evangelistic intentionality**

III. Sunday School

- A. Still viable in many evangelistic churches**
- B. Someone responsible for everyone**
- C. Connected to worship service**
- D. Historical record**
- E. Retention improvement:**
 - 1. Sunday school 5:1 over worship only**
 - 2. Sunday school 3:1 over other small groups**

III. Sunday School

D. Key questions for Sunday school health:

- 1. Is there adequate space for present and future growth?**
- 2. Do class sizes match room sizes?**
- 3. What is the quality of the educational facilities?**
- 4. Are new units being created?**
- 5. What is the quality of teaching?**

III. Sunday School

- 6. What type of curriculum strategy is in place?**
- 7. Are classes ministry-based?**
- 8. Are care groups with leaders in place?**
- 9. Is a Sunday school outreach plan in place?**
- 10. Is fellowship planned and intentional?**

III. Sunday School

I 1. What priority does the pastor give to Sunday school?

I 2. What plan is in place to secure new teachers and leaders?

I 3. Does the church offer teacher training?

I 4. What is the time allotted for teaching?

I 5. How good is the record keeping?

III. Sunday School

- 16. What is the commitment and quality of Sunday school leadership?**
- 17. How does the church recognize and reward Sunday school workers?**
- 18. What lines of accountability are in place?**
- 19. What staff members have primary Sunday school responsibility? How much of their time is devoted to it?**

III. Sunday School

E. The REACH tool

F. The “Guest” approach

G. Interviews of key leaders

H. Unpacking the myth of Sunday school

I. Review the Church Health Survey™

IV. Facilities Issues: Evaluation

A. Facilities analysis includes at least the following:

- 1. Evaluation of current facilities (use the checklist)**
- 2. Evaluation of the use of facilities**
- 3. Preparation for future growth**

IV. Facilities Issues: Evaluation

B. A Few Basic Thoughts on Facilities

- **Signs are very important. Maze syndrome**
- **The auditorium should be light and bright.**
- **Sound must be quality.**
- **Prioritize the upkeep of the ladies' restrooms.**
- **Young parents will evaluate your church by the nursery.**

Next Steps

- **Join the Society for Church Consulting**
- **Level 4 Training**
- **Level 5 Comprehensive Consultation**
- **Certification**

Next Steps

- **SCC Group on LinkedIn**
- **Turnaround2020 Oct 14-16 Nashville**
 - **Advanced Training**
 - **Searcy, Stetzer, McIntosh, Etc.**