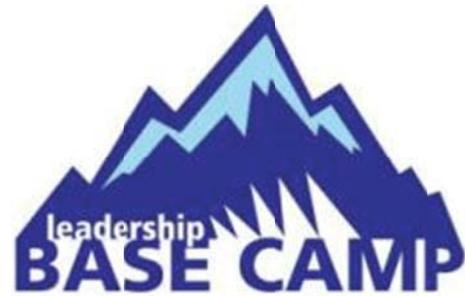




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July 19, 2011

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**NAME:** \_\_\_\_\_

### Session Schedule Information

Session	Date	Time	Location
1			
2			
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Lay

Leadership

Development



**Session One**

**Orientation / Time Management**

## NOTES

*“Without goals, and plans to reach them, you are like a ship that has set sail with no destination.”*

Fitzhugh Dodson

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## Objectives

Our core purpose today is to:

Create a strong partnership between laity leaders while establishing expectations and responsibilities for the overall program.

To achieve this core purpose, you will learn to:

- Identify the steps in the LLD NEXT process
- Begin to build relationships with other laity leaders
- Review the key concepts of time management
- Understand how to set S.M.A.R.T. goals and their importance

## Agenda

Opening

Introductions

Spiritual Formation

Leadership Development

Key Learnings & Action Steps

Closing / Evaluations / FaithWork



## Group Covenant

I covenant with my Lay Leadership Development group to do the following:

1. Pray regularly for my fellow group members.
2. Complete all of the required reading and other FaithWork between each session so that I will be prepared for our next time together.
3. Attend and to be on time for each session and when returning from breaks in order to keep us on schedule.
4. Be engaged by participating openly and honestly in all group sessions.
5. Be curious by asking questions and seeking clarification when needed.
6. Be respectful to others in the group and interact in a respectful manner as we share our unique personal perspectives and ideas.
  - Keep confidential any personal matters shared by others in the group.
  - Keep my phone on vibrate or silent and only check email/voicemail on breaks.
  - Only use a person's real name if sharing a positive example.
  - Be patient with others as we all learn and grow.
7. Understand that each session goes quickly, and that the facilitator may need to move things along in order to keep us on track.
8. Share what I am learning with my pastor, church staff, ministry leaders, or anyone else I feel is appropriate back in my home church.

9. Others? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## Spiritual Formation

*"The plans of the diligent lead to profit as surely as haste leads to poverty."*

Proverbs 21:5

*"Plans fail for lack of counsel, but with many advisers they succeed."*

Proverbs 15:22

*"Direction—not intention—determines my destination."*

Andy Stanley from Principle of the Path

*"The prudent see danger and take refuge, but the simple keep going and suffer for it."*

Proverbs 27:12

The difference between wise and naive people is not \_\_\_\_\_,  
but how we \_\_\_\_\_.

Wise people act as if tomorrow is today.

*"For I know the plans I have for you, declares the LORD, plans to prosper you and not to harm you, plans to give you hope and a future."*

Jeremiah 29:11

## NOTES

*"Goals are dreams with  
deadlines."*

Diana Scharf Hunt

*"Concentrate all your  
thoughts upon the work at  
hand. The sun's rays do not  
burn until brought to a  
focus."*

Alexander Graham Bell

## Time Management

**PURPOSE:** Why is time management important for our churches?

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**PLANNING:** Where is our church strong? Where do we need to improve?

\_\_\_\_\_ Long-term

\_\_\_\_\_ Short-term

\_\_\_\_\_ Daily



**PRIORITIZING:** What are the "Big Rocks" in our church?

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**PRODUCTIVITY:** What is getting in the way of our church being able to focus on what is really most important? What can we do to improve that?

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**PERSEVERANCE:** What is one habit that our church leaders need to improve?

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**PERFORMANCE:** Where is our church seeing "fruit" from our efforts, and what is one area we need to focus on?

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## S.M.A.R.T. Goals



Goals are something we want to **accomplish**.

Plans describe what needs to be **done**.

### **S = Specific**

Who, what, where, when, which, and most importantly . . . **Why**.

### **M = Measurable**

"How" type questions = How much? How fast? How often? How soon?

Remember, if you can't measure it, \_\_\_\_\_.

### **A = Achievable (or Action-Oriented)**

Challenging but can be reached. Achievable does not mean **easy!**

### **R = Relevant (or Results-Oriented)**

Within your span of control, not heavily dependent on the actions of others.

### **T = Time-based**

Grounded within a time frame. Without a set time there is no \_\_\_\_\_

of \_\_\_\_\_. You should be able to write it on a calendar.

## S.M.A.R.T. Goals – Practice

Identify **ONE** area in your church where improvement is needed. (Examples: Radical Hospitality, Passionate Worship, Intentional Faith Development, Risk-Taking Mission and Service, Extravagant Generosity, worship attendance, small group/Sunday school participation, Sunday service volunteering, etc...)

- Create a S.M.A.R.T. Goal

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- Share the goal you developed with your partner.
- Role-play how you will share that goal if applicable.
- Be sure to get and give constructive feedback and suggestions.

*“What you get by achieving your goals is not as important as what you become by achieving your goals.”*

Zig Ziglar



### Key Learning from Today

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### Action Step

What is **ONE** action you are willing to commit to taking between now and our next session? (A step on your leadership journey toward your goal.)

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### Action Step Accountability Partner

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### Dashboard Review

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*"It is not your business to preach so many times, and to take care of this or that society; but to save as many souls as you can; to bring as many sinners as you possibly can to repentance, and with all your power to build them up in that holiness without which they cannot see the Lord."*

John Wesley's charge to his preachers

## NOTES

*“Things rarely get stuck because of lack of time. They get stuck because the doing of them has not been defined.”*

David Allen

*“Most people don't aim too high and miss, they aim too low and hit.”*

Bob Moawad

**Facilitator:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Name (Optional) \_\_\_\_\_

	Poor /Low (1)	Fair (2)	Good/ Medium (3)	Strong (4)	Excellent/ High (5)
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9. I intend to use what I learned in this session in my church.					
10. How would you rate the session overall?					

What, if anything, would you suggest to improve this session in the future?

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What is your biggest take-away from this session?

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Other comments: \_\_\_\_\_

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Lay

Leadership

Development

**NEXT**



**Session Two**

**Visioning**

## NOTES

*“The block of granite which was an obstacle in the path of the weak becomes a stepping stone in the path of the strong.”*

Thomas Carlyle

*“Vision is the fuel that leaders run on. It’s the energy that creates action. It’s the fire that ignites a passion of followers.”*

Bill Hybels

## Objectives

Our core purpose today is to:

Clearly understand the importance of visioning with our churches and our teams.

To achieve this core purpose, you will learn to:

- Define what vision is and how it fits into growing our churches
- Differentiate between values, mission, vision, goals, and objectives
- Review key points concerning vision and vision casting

### Agenda

Opening  
Spiritual Formation  
Action Plan Review  
Leadership Development  
Key Learnings & Action Steps  
Closing / Evaluations / FaithWork

### Ground Rules

- Be on time
- Be engaged
- Be curious
- Be respectful
- Be diligent

## Spiritual Formation

Proverbs 29:18

*"Where there is no revelation, the people cast off restraint; but blessed is he who keeps the law." (NIV)*

*"Where there is no vision, the people are unrestrained, but happy is he who keeps the law." (NASB)*

*"If people can't see what God is doing, they stumble all over themselves; but when they attend to what he reveals, they are most blessed." (The Message)*

*"Where there is no vision, the people perish; but he that keepeth the law, happy is he." (King James)*

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"By faith Moses, when he had grown up, refused to be known as the son of Pharaoh's daughter. He chose to be mistreated along with the people of God rather than to enjoy the fleeting pleasures of sin. He regarded disgrace for the sake of Christ as of greater value than the treasures of Egypt, because he was looking ahead to his reward. By faith he left Egypt, not fearing the king's anger; he persevered because he saw him who is invisible." – Hebrews 11:24-27

Vision is the Ability to See: **Awareness**

"Against all hope, Abraham in hope believed and so became the father of many nations, just as it had been said to him, 'So shall your offspring be.' Without weakening in his faith, he faced the fact that his body was as good as dead—since he was about a hundred years old—and that Sarah's womb was also dead. Yet he did not waver through unbelief regarding the promise of God, but was strengthened in his faith and gave glory to God, being fully persuaded that God had power to do what he had promised." – Romans 4:18-21

Vision is the Faith to Believe: **Attitude**

"When the ark of the LORD's covenant came into the camp, all Israel raised such a great shout that the ground shook. Hearing the uproar, the Philistines asked, 'What's all this shouting in the Hebrew camp.'" – 1 Samuel 4:5-6

Vision is the Courage to Do: **Action**

## Action Step Review

Mine:

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My Partner:

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### **Common Shortcomings in Vision Statements**

1. Vague or incomplete—short on specifics about where the church is headed, what kind of church the leaders are trying to create.
2. Bland or lacking in motivational power.
3. Not distinctive—could apply to almost any church.
4. Too reliant on such superlatives as best, recognized leader, first choice, etc...
5. So broad that it doesn't rule out almost any opportunity that leaders might opt to pursue.

### **Key Term Definitions**

**Core Values:** the constant, passionate, biblical core beliefs that drive our ministry.  
[Examples: fellowship, evangelism, worship, tradition, lost people, giving, prayer, family, preaching and teaching scripture, bible knowledge, community, encouragement]

**Mission:** a broad, brief, biblical statement of what the ministry is supposed to be doing. The focus is on “what” we are to do.  
[Example: “Our mission is to lead ordinary people to extraordinary life in Christ.” Hillcrest Baptist Church]



**Purpose:** the “why” a church/congregation exists. To honor or glorify God.

**Vision:** a clear, challenging picture of the future of the ministry, as you believe that it can and must be. The unique way your church will carry out the mission.

**Goals (should be SMART):** tangible measurements on the path to the vision.  
[Examples: Increase worship attendance 15% by the end of the year; hold three new community outreach events this year]

**Objectives:** the bullet point / actions associated with each goal; what each person or team is going to do in order to accomplish the goals of the church

### Mission & Vision Distinctions

	MISSION	VISION
<b>Definition</b>	• Statement	• Snapshot
<b>Application</b>	• Planning	• Communication
<b>Length</b>	• Short	• Long
<b>Purpose</b>	• Informs	• Inspires
<b>Activity</b>	• Knowing	• Seeing
<b>Source</b>	• Head	• Heart
<b>Order</b>	• First	• Second
<b>Focus</b>	• Broad	• Narrow
<b>Development</b>	• Taught	• Caught
<b>Communication</b>	• Visual	• Verbal

## Visioning

vi-sion [ vi-zhen]

1. The faculty of sight
2. Unusual foresight
3. A mental image produced by the imagination
4. The experience of the supernatural as if with the eyes

**Vision: A clear picture of God's preferred future.**

**Vision Produces:**

- Vision provides **focus**
- Vision increases **energy**
- Vision moves people \_\_\_\_\_
- Vision increases **ownership**
- Vision smoothes **succession**

(Bill Hybels, Courageous Leadership)

"Then the LORD replied: 'Write down the revelation and make it plain on tablets so that a herald may run with it. For the revelation awaits an appointed time; it speaks of the end and will not prove false. Though it linger, wait for it; it will certainly come and will not delay.'"

Habakkuk 2:2-3

## The Vision of My Church

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A compelling vision will include these four components:

1. The **problem** (clearly defined)
2. The **solution** (how can our church solve this problem?)
3. The reason something must be done (**why** do we need to do anything?)
4. The reason something must be done \_\_\_\_\_!

### Developing a Vision

- 1) \_\_\_\_\_ the Vision
  - Prayer
  - Scripture and Meditation
  - Needs of people who “break” you
- 2) **Shop** the Vision
  - Key stakeholders; people of influence; godly people you respect
- 3) **Shape** the Vision
  - Connect the vision to our Church vision
- 4) **Share** the Vision
  - Cast the vision repeatedly—at every meeting; email; communication opportunity

### NOTES

*"Give us clear vision that we  
may know where to stand  
and what to stand for—  
because unless we stand for  
something we shall fall for  
anything."*

*Peter Marshall*

Helen Keller was asked once, "What would be worse than being born blind?" to which she replied, "Having sight without a vision."

### Key Learning from Today

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### Action Step

What is **ONE** action you are willing to commit to taking between now and our next session? (A step on your leadership journey toward your goal.)

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### Action Step Accountability Partner

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### Dashboard Review

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*“For the LORD your God is bringing you into a good land—a land with streams and pools of water, with springs flowing in the valleys and hills; a land with wheat and barley, vines and fig trees, pomegranates, olive oil and honey; a land where bread will not be scarce and you will lack nothing; a land where the rocks are iron and you can dig copper out of the hills.”*

Deuteronomy 8:7-10

Facilitator: \_\_\_\_\_

Date: \_\_\_\_\_

Name (Optional) \_\_\_\_\_

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10. How would you rate the session overall?					

What, if anything, would you suggest to improve this session in the future?

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What is your biggest take-away from this session?

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Other comments: \_\_\_\_\_

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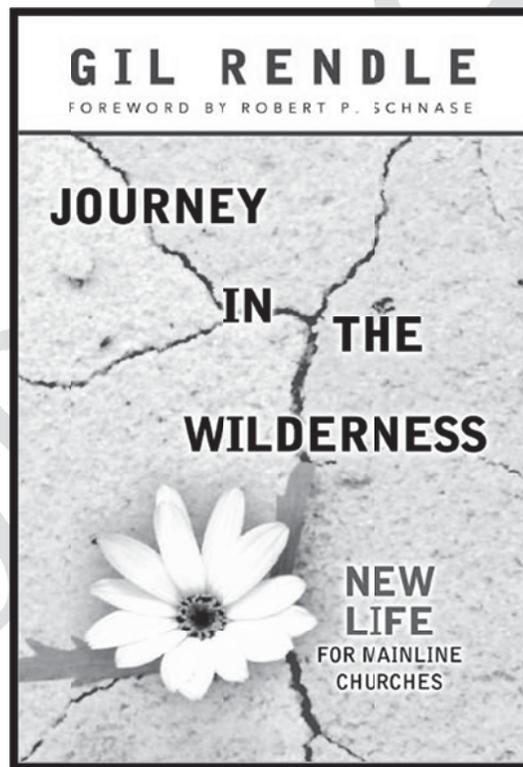
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**Lay**

**Leadership**

**Development**



**Session Three**

**Courageous Leadership**

## NOTES

*“Do we hope that God will miraculously revive our churches? It’s time to stop asking God to do for us what God created us to do for God*

*Do we expect God to work around us rather than through us? I’m not ready to concede that the way of life that marks our denominational heritage is no longer true or useful to God.”*

Bishop Robert Schnase

## Objectives

Our core purpose today is to:

Clearly understand the importance of Courageous Leadership in our United Methodist churches and the role it plays in getting us out of the wilderness.

To achieve this core purpose, you will learn to:

- See what new leadership needs to look like in our churches
- Frame adaptive questions for leading your church
- Understand how moving ahead in your church will mean letting go
- Learn tools to use Courageous Leadership in your church

## Agenda

Opening  
Spiritual Formation  
Action Plan Review  
Leadership Development  
Key Learnings & Action Steps  
Closing / Evaluations / FaithWork

## Ground Rules

- Be on time
- Be engaged
- Be curious
- Be respectful
- Be diligent

## Spiritual Formation

### Deuteronomy 8 (The Message)

**1-5** *"Keep and live out the entire commandment that I'm commanding you today so that you'll live and prosper and enter and own the land that God promised to your ancestors. Remember every road that God led you on for those forty years in the wilderness, pushing you to your limits, testing you so that he would know what you were made of, whether you would keep his commandments or not. He put you through hard times. He made you go hungry. Then he fed you with manna, something neither you nor your parents knew anything about, so you would learn that men and women don't live by bread only; we live by every word that comes from God's mouth. Your clothes didn't wear out and your feet didn't blister those forty years. You learned deep in your heart that God disciplines you in the same ways a father disciplines his child."*

What was your biggest learning from this book?

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What made you a little uncomfortable?

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What would you ask the author if given the opportunity?

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## Action Step Review

Mine:

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My Partner:

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Seven general lessons drawn from the past times of deep change faced by the church:

1. Things move slowly in the church.
2. Because things move slowly in the church, we need to be a people of great patience who resist the temptation of cynicism.
3. The church has a long tradition of making decisions collaboratively through councils, and top-down authority is not always best.
4. The church responds best when it recognizes what is essential, what is primary.
5. The church needs to constantly discern and stay in touch with people.
6. Our God is a God of surprises.
7. We live in constant hope. History teaches us that we have seen worse, we have survived, and we have been renewed.

## **Chapter 5 – *The New Leadership***

## Wilderness Activity – Technical versus Adaptive

**Technical** = the application of known solutions to known problems (Example: There is no A/C in the sanctuary – call the repair company.)

**Adaptive** = consists of the learning required to address conflicts in values people hold, or to diminish the gap between the values people stand for and the reality they face.

Smaller congregations cannot manage more than one adaptive question at a time; larger congregations may be able to hold two or three questions at a time.

### 1. Frame the Adaptive question

#### 1) Radical Hospitality

- Technical question = “Are we friendly enough?”
- Adaptive question = “Is our hospitality radical enough to provide space for people to do what they need to do in their own way in order to deepen their faith and relationships even if we don’t do it that way?”

#### 2) Passionate Worship

- Technical question = “Are we worshipping God?”
- Adaptive question = “Are we passionate about worship so that we, and those who join us in worship, feel connected to God and to one another by being here?”

#### 3) Intentional Faith Development

- Technical question = “Are we studying the Bible?”
- Adaptive question =

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**Frame the Adaptive question, *continued***

#### 4) Risk-Taking Mission and Service

- Technical question = "Are we giving to missions?"
- Adaptive question =

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#### 5) Extravagant Generosity

- Technical question = "Are we making our budget?"
- Adaptive question =

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How do we in our local congregation shift our attention from satisfying the preferences of the people who already come to our church and learn to speak to the changed neighborhood and culture that surround us so that we can, through Christ, change people's lives in a way that makes a difference in the world?

## 2. Move to the Balcony

What is needed is not a decision but a conversation that allows us to see the larger issues and prompts us for creative discernment.

## **Chapter 5 – *The New Leadership*, continued**

### **3. Use Your Locus of Control**

A system produces whatever is rewarded.

### **4. Focus on Outcomes**

“Without a clear, measurable output such as money, social sector organizations like congregations and denominations have a much harder task of defining what they produce.” – Jim Collins, Good to Great for the Social Sector

### **5. Protect the Voices of Creative Deviants**

### **6. Align Resources and Attention to Where Outcomes are Wanted**

### **7. Practice Poise**

“ I can feel guilty about the past, apprehensive about the future, but only in the present can I act.”

Abraham Maslow

## Chapter 6 – *Moving Ahead Means Letting Go*

“People do not resist change, per se. People resist loss.” – Ronald Heifetz & Marty Linsky

Letting go is more than passively accepting a loss. It is no longer clinging to the hope that the old will, or should, return.

Six norms that the mainline church and its people will need to release in order to move ahead into the changed mission field:

	1. The Assumption of Egalitarianism: “The Tyranny of the All”
	2. The Assumption of Representative Democracy
	3. The Assumption of Scarcity
	4. The Assumption of Control
	5. The Assumption of Harmony
	6. The Assumption That Ministry Can’t Be Measured

### Key Learning from Today

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### Action Step

What is **ONE** action you are willing to commit to taking between now and our next session? (A step on your leadership journey toward your goal.)

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### Action Step Accountability Partner

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### Dashboard Review

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**Purpose:** “The mission of the United Methodist Church is to make disciples of Jesus Christ for the transformation of the world.”

**Identity:** United Methodist follow John Wesley’s three general rules: “Do no harm. Do all the good you can. Stay in love with God.”

Facilitator: \_\_\_\_\_

Date: \_\_\_\_\_

Name (Optional) \_\_\_\_\_

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10. How would you rate the session overall?					

What, if anything, would you suggest to improve this session in the future?

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What is your biggest take-away from this session?

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Other comments: \_\_\_\_\_

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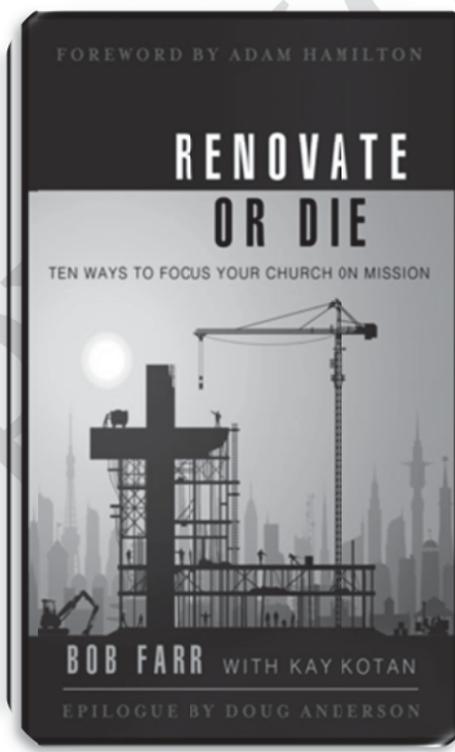
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Lay

Leadership

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## Session Four

# Leadership Building Blocks

## NOTES

Adam Hamilton, in *Leading Beyond the Walls*, says you need to know three things about your church in order to cast your vision:

1. Why do people need Christ?
2. Why do people need the church?
3. Why do people need *this* particular church?

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## Objectives

Our core purpose today is to:

Analyze the ten ways to renovate your church and determine the best ones to utilize in our churches.

To achieve this core purpose, you will learn to:

- Examine the ten ways and how they apply to my church
- Understand where my church stands on each of the ten ways
- Identify the areas to focus on for renovation in our congregation

### Agenda

Opening  
Spiritual Formation  
Action Plan Review  
Leadership Development  
Key Learnings & Action Steps  
Closing / Evaluations / FaithWork

### Ground Rules

- Be on time
- Be engaged
- Be curious
- Be respectful
- Be diligent

## Spiritual Formation

### Matthew 7 (The Message)

**24-27** *"These words I speak to you are not incidental additions to your life, homeowner improvements to your standard of living. They are foundational words, words to build a life on. If you work these words into your life, you are like a smart carpenter who builds his house on solid rock. Rain poured down, the river flooded, a tornado hit—but nothing moved that house. It was fixed to the rock. But if you just use my words in Bible studies and don't work them into your life, you are like a stupid carpenter who built his house on the sandy beach. When a storm rolled in and the waves came up, it collapsed like a house of cards."*

What was your biggest learning from this book?

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What made you a little uncomfortable?

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What would you ask the author if given the opportunity?

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### Action Step Review

Mine:

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My Partner:

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### **Changing the Church to Change the World**

“Renovation must start with the church. To change the world, we must first change our churches. This was true for John and Charles Wesley as well. They first tried to change the Church of England, so Methodism began as a movement within that church. But when the Church of England refused new ways to meet the needs of people, John reluctantly started a whole new church. And as a result, the Methodist Church changed the culture and future for both England and the United States.”

Rev. Bob Farr – Renovate or Die

## **Ten Ways to Renovate Your Church**

## 1. Pastor-Led, Not Pastor-Centered

- Who is leading your church? Pastor - - - Laity - - - Matriarch/Patriarch
- If your church is not pastor-led...what is stopping you?

## 2. Understand Your Present Reality

- Has your church thoroughly researched the community?
- Do you know where you are on the Life Cycle?

## 3. Get the Basics Right

- Has your church read and discussed The Five Practices of Fruitful Congregations?
- Have you moved beyond understanding and started to put the learning into action?
- Which of the five is your church strongest? Which one needs the most attention?
  1. Radical Hospitality
  2. Passionate Worship
  3. Intentional Faith Development
  4. Risk-Taking Mission and Service
  5. Extravagant Generosity

## Ten Ways to Renovate Your Church, *continued*

#### 4. Create Momentum

- Looking back over the past few years...is your church advancing...moving backward...or just trying to stay afloat?
- How does your church feel about change? Is the congregation looking to catch momentum or is it more focused on keeping things the same?

#### 5. Inspire Through Experiential Worship with Life-Application Preaching

- Is the weekly message more about teaching or application?
- Is your worship speaking to and reaching 20-40 year olds?

#### 6. Think Strategies, Not Programs

- How open is your church to changing strategies? What is an example:  
\_\_\_\_\_
- What was the last ministry that the church stopped doing because it had outlived its fruitfulness? \_\_\_\_\_
- When important decisions are made (worship times, new ministries, worship styles, etc...), are you getting input from the community or does only those already there have a voice?

### Ten Ways to Renovate Your Church, *continued*

## 7. Staff for Leadership

- Is your church staffed more for where you are today, or where you are going?
- Do people serve based more on Spiritual Giftedness or church needs?

## 8. Disciple with Clear Steps

- Does your church have a clearly defined intentional discipleship path?  
Could you explain it to a first-time guest?
- What is the process in your church for a person to become a member?  
What are the expectations of membership? (How do people know?)

## 9. Network, Network, Network, and then Market

- If John Wesley were to visit your church, would he see fishers of men or keepers of the aquarium?
- Is your church ready for guests? How do you know?

## 10. Dare to Simplify the Structure

- What do your leaders do more of...meetings or ministry?
- Do people complain about all the committees? Meetings? Time it takes to get approval?
- Does the church board govern or lead?

## Ten Ways to Renovate Your Church

*Rate the ten ways for your church, with #1 being the one you feel your church is the strongest and #10 being the one which needs the most work.*

- \_\_\_\_\_ Pastor-Led, Not Pastor-Centered
- \_\_\_\_\_ Understand Your Present Reality
- \_\_\_\_\_ Get the Basics Right
- \_\_\_\_\_ Create Momentum
- \_\_\_\_\_ Inspire Through Experiential Worship with Life-Application Preaching
- \_\_\_\_\_ Think Strategies, Not Programs
- \_\_\_\_\_ Staff for Leadership
- \_\_\_\_\_ Disciple with Clear Steps
- \_\_\_\_\_ Network, Network, Network, and then Market
- \_\_\_\_\_ Dare to Simplify the Structure



### Key Learning from Today

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### Action Step

What is **ONE** action you are willing to commit to taking between now and our next session? (A step on your leadership journey toward your goal.)

- Complete the “Guesterize” Survey

### Action Step Accountability Partner

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### Dashboard Review

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“Making the necessary changes is mostly about willingness. Are we willing to be reshaped for God’s purposes? Are we willing to do the hard work of renovation to become like new with a timeless message of God’s broad grace and love?”

- Rev. Bob Farr

## "Guesterize" Survey

Complete the following survey before session five of the LLD Next program on Connecting. Remember; be as honest as possible so you can have a true assessment of where your church stands today. Resist the urge to score where you would like to be or where insiders might score your church; try to put yourself in the shoes of a first-time guest. Score each area on a scale of 1 to 10, with 10 being the best.

1. **Parking lot** – clean; free of weeds; looks inviting; pavement is in good condition and parking lines are easy to see; handicap, first-time guests, and expecting/new mothers parking spaces clearly signed; members/regular attendees know to park far from the front entrance; parking lot attendees in place when needed (based on church size)

SCORE: \_\_\_\_\_ [NOTES: \_\_\_\_\_]

2. **Exterior signing** – in working order (lights, etc...); clean and free of debris or bird nests; visible and easy to read from main road; current and up to date; easy for first-time guests to understand [worship times, where to park, where to enter, etc...]

SCORE: \_\_\_\_\_ [NOTES: \_\_\_\_\_]

3. **Interior signing** – clear and easy to read; not in "church" language (narthex, Holy Eucharist, etc...) restrooms easy to find/well signed; not a sea of signs, only the most important (Nursery & Children); consistent colors, font, logo, etc... in place; in good condition; complementary to interior paint and flooring colors and design

SCORE: \_\_\_\_\_ [NOTES: \_\_\_\_\_]

4. **Restrooms** – clean; in good condition; regularly maintained; checked prior to each service; handicap accessible; stocked with applicable accessories

SCORE: \_\_\_\_\_ [NOTES: \_\_\_\_\_]

5. **Church interior** – walls clean; paint/carpet/flooring in good condition; regularly maintained; no spots or stains; no trip hazards; colors and designs match and are current in style, consistent throughout building

SCORE: \_\_\_\_\_ [NOTES: \_\_\_\_\_]

- 6. **Greeters** – in place prior to each service, well trained and friendly, know how to read people (when to shake hands and when to just say “welcome”)

**SCORE:**\_\_\_\_\_ **[NOTES:**\_\_\_\_\_

- 7. **Ushers** – in place prior to each service, well trained and friendly, understand how to help new guests; comfortable introducing guests to members

**SCORE:**\_\_\_\_\_ **[NOTES:**\_\_\_\_\_

- 8. **Information/Welcome center** – in place and clean; well trained and friendly people in place before and after each service; taking new guests where they need to go and not just “pointing”; stocked with current information on the church and its ministries; first-time guest packages available

**SCORE:**\_\_\_\_\_ **[NOTES:**\_\_\_\_\_

- 9. **Worship area** – clean and inviting; members and regular attendees know to leave the back and the aisle seats for guests; service is easy for a first-time guest to follow and understand; guests made to feel welcome, but not put on the spot!; bulletins easy to read and understand (not in “church” language)

**SCORE:**\_\_\_\_\_ **[NOTES:**\_\_\_\_\_

- 10. **Nursery** – very clean; volunteers and staff well trained; Safe Sanctuary procedures and policies in place; all furniture and toys in great condition, current, cleaned regularly

**SCORE:**\_\_\_\_\_ **[NOTES:**\_\_\_\_\_

**TOTAL SCORE:**\_\_\_\_\_

**NOTES:**\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Facilitator: \_\_\_\_\_

Date: \_\_\_\_\_

Name (Optional) \_\_\_\_\_

	Poor /Low (1)	Fair (2)	Good/ Medium (3)	Strong (4)	Excellent/ High (5)
1. Objectives were clearly stated and met					
2. Materials were useful/relevant.					
3. The topics covered were what I expected.					
4. The knowledge of the facilitator added richness to my learning experience.					
5. Pace of session was appropriate.					
6. The environment was free of distractions so I could focus on the course.					
7. I was fully engaged during the workshop.					
8. I learned things in this session that are relevant to my church.					
9. I intend to use what I learned in this session in my church.					
10. How would you rate the session overall?					

What, if anything, would you suggest to improve this session in the future?

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What is your biggest take-away from this session?

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Other comments: \_\_\_\_\_

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# Lay

# Leadership

# Development



**NEXT**



## **Session Five**

## **Connecting**

## NOTES

“We’ve often become so focused on reaching people that we’ve forgotten the importance of keeping people.”

Larry Osborne

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## Objectives

Our core purpose today is to:

Understand the importance of getting new people connected to our church with the goal of having them feel like they belong.

To achieve this core purpose, you will learn to:

- “Gueterize” our church so that new people feel welcome
- Determine the goal for first-time guests who attend a service
- Identify the key concepts from the book, Beyond the First Visit
- Develop a clear process for following-up on guests

### Agenda

Opening

Spiritual Formation

Action Plan Review

Leadership Development

Key Learnings & Action Steps

Closing / Evaluations / FaithWork

### Ground Rules

- Be on time
- Be engaged
- Be curious
- Be respectful
- Be diligent

## Spiritual Formation

**Colossians 4:5-6 (The Message)**

*“Use your heads as you live and work among outsiders. Don’t miss a trick. Make the most of every opportunity. Be gracious in your speech. The goal is to bring out the best in others in a conversation, not put them down, not cut them out.”*

**Matthew 7:12 (The Message)**

*“Here is a simple, rule-of-thumb guide for behavior: Ask yourself what you want people to do for you, then grab the initiative and do it for them.”*

What was your biggest learning from this book?

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What made you a little uncomfortable?

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What would you ask the author if given the opportunity?

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**Action Step Review**

Mine:

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My Partner:

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**Quotes from – Fusion: Turning First-Time Guests into Fully-Engaged Members of Your Church**

“...assimilation is not the same thing as spiritual formation. Assimilation is integration into the local church as one moves from being merely a guest to becoming a fully engaged, responsible member of the local Body of Christ. Spiritual formation is nothing less than being shaped into the image of Jesus Christ by the power of the Holy Spirit for the glory of God.”

“The more prepared a church is to receive guests, the more guests it receives.”

“...your church is always sending a message, whether you realize it or not.”

Nelson Searcy with Jennifer Dykes Henson

**Activity - Have we “Guesterized” our church?**

**Guest'er'ize** ('gest-er-ize), *vt.*: to make a church more responsive to its guests and better able to attract new ones. *syn* see service, care, love, acceptance.

- Total score from the "Guesterize" survey: \_\_\_\_\_
  - What was your biggest learning from the survey?
  - What are you going to do first?

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1. A total of \_\_\_\_\_ first-time guests visited our church during the past twelve months. (Only those from your ministry area.)
2. A total of \_\_\_\_\_ new people became members or regular worshippers during the same twelve months.
3. Divide the figure in question 2 by that in 1 to find the percentage of people who became members or regular worshippers.
  - 0% - 8% = poor
  - 9% - 13% = fair
  - 14% - 18% = average
  - 19% - 24% = good
  - 25% or more = excellent

**YOUR SCORE:**

\_\_\_\_\_

- Where is the biggest opportunity for your church...attracting first-time guest or keeping them once they attend? \_\_\_\_\_
- What is the biggest strength of your church in terms of first-time guests?

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## What is Your Goal?

# first-time guests

membership	mission	ministry / serving	small group	other?
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What is the mission of your church? Where do you feel that mission gets lived out?

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What are you currently doing to encourage/funnel first-time guests into that area?

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Does your whole church know and understand this goal? What can you do to heighten that awareness/importance?

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## **Beyond the First Visit – Key Concepts**

- If guests to our church don't think we're friendly, we aren't.
- Hospitality = "\_\_\_\_\_"
- Eliminate the word **visitor** from our church vocabulary.
- Seven ways to be a great host:
  1. Invite your guests with a personal invitation.
  2. **Arrive early** to make sure everything is ready for the guests' arrival.
  3. Greet the guests warmly at the entrance and **escort** them to **their seats**.
  4. Assist guests in understanding what is taking place.
  5. Anticipate and answer as many questions as possible in advance, so guests do not have to ask.
  6. **Do something extra** to make your guests' visit special.
  7. Walk guests to the door and invite them back.
- People no longer come to church simply because it is the thing to do.
- \_\_\_\_\_% come with little or no understanding of our church.
- A church keeps about **85%** of its guests who come back for a second visit the week after their first visit.
- Becoming members of a church is not the same as **fitting in** or **belonging**.

### **Beyond the First Visit** – Key Concepts, *continued*

- A \_\_\_\_\_ is any occasion in which a person comes in contact with and forms an impression of your church.
- People make **11** decisions about us in the first **7** seconds of contact. (The end result of any contact is a feeling—positive or negative—about your **entire** church!)
- The message is not the sermon; the message is the **service**.
- If you think you don't advertise, you're wrong! The question is not, "Do you advertise?" It's **what** are you communicating to others?
- The important thing is not the advertising but the **response**.
- For every three people willing to tell a positive story about your church, thirty-three are willing to tell a negative one.
- DWYPYWD ( \_\_\_\_\_ ) builds trust and promotes positive word of mouth.
- Any church involved seriously in serving others must become **risk-takers**.
- Recruit people for **attitude**; train people for **skills**.

## Follow-Up Process

What happens after a guest visits your church the first time?

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What happens after a guest visits your church the second time?

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When are guests invited to connect somewhere in order to create a sense of belonging?  
What does that invitation look like?

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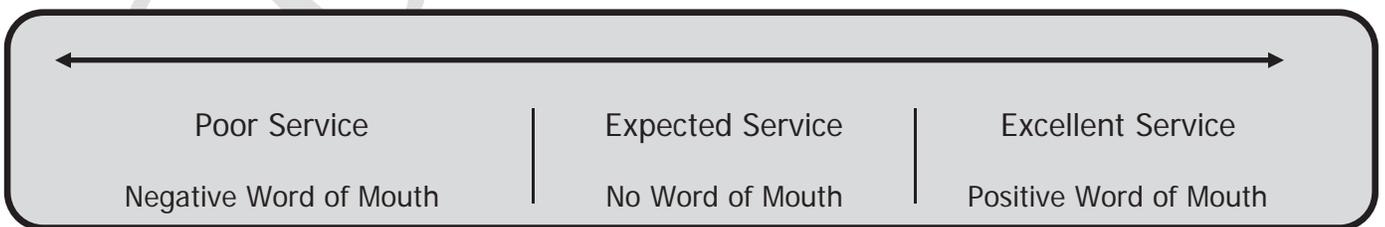
What is your process for contacting members/regular attendees who have been missing worship?

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What does your pathway to belonging look like?

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Follow-up is a process, not an event.  
A onetime contact is not enough to be effective in our present environment.



### Key Learning from Today

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### Action Step

What is **ONE** action you are willing to commit to taking between now and our next session? (A step on your leadership journey toward your goal.)

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### Action Step Accountability Partner

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### Dashboard Review

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### The Three F's of Follow-Up

Fast

Friendly

Functional

From the book, Fusion

## NOTES

*“Let all guests who arrive be received like Christ. For He is going to say, ‘I came as a guest, and you received me.’”*

Rule of St. Benedict

Facilitator: \_\_\_\_\_

Date: \_\_\_\_\_

Name (Optional) \_\_\_\_\_

	Poor /Low (1)	Fair (2)	Good/ Medium (3)	Strong (4)	Excellent/ High (5)
1. Objectives were clearly stated and met					
2. Materials were useful/relevant.					
3. The topics covered were what I expected.					
4. The knowledge of the facilitator added richness to my learning experience.					
5. Pace of session was appropriate.					
6. The environment was free of distractions so I could focus on the course.					
7. I was fully engaged during the workshop.					
8. I learned things in this session that are relevant to my church.					
9. I intend to use what I learned in this session in my church.					
10. How would you rate the session overall?					

What, if anything, would you suggest to improve this session in the future?

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What is your biggest take-away from this session?

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Other comments: \_\_\_\_\_

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**Lay**

**Leadership**

**Development**

**NEXT**



**Session Six**

**Resourcing / Stewardship**

## NOTES

“Make all you can,  
save all you can,  
give all you can.”

John Wesley

“The tithe is a wonderful  
goal but a terrible place to  
stop.”

Bill Hybels

## Objectives

Our core purpose today is to:

Understand the importance of resourcing our mission and providing stewardship opportunities to our congregations.

To achieve this core purpose, you will learn to:

- Describe the current environment of giving
- Determine the pastor's and laity leaders' role in raising funds to support our mission
- Identify the key concepts from the book, Not Your Parents' Offering Plate
- Develop a plan to take advantage of the resources available on stewardship, and communicate it in your congregation

### Agenda

Opening

Spiritual Formation

Action Plan Review

Leadership Development

Key Learnings & Action Steps

Closing / Evaluations / FaithWork

### Ground Rules

- Be on time
- Be engaged
- Be curious
- Be respectful
- Be diligent

## Spiritual Formation

## 2 Corinthians 9:6-15 (New International Version) – Generosity Encouraged

<sup>6</sup> Remember this: Whoever sows sparingly will also reap sparingly, and whoever sows generously will also reap generously. <sup>7</sup> Each of you should give what you have decided in your heart to give, not reluctantly or under compulsion, for God loves a cheerful giver. <sup>8</sup> And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work. <sup>9</sup> As it is written:

“They have freely scattered their gifts to the poor;  
their righteousness endures forever.”

<sup>10</sup> Now he who supplies seed to the sower and bread for food will also supply and increase your store of seed and will enlarge the harvest of your righteousness. <sup>11</sup> You will be enriched in every way so that you can be generous on every occasion, and through us your generosity will result in thanksgiving to God.

<sup>12</sup> This service that you perform is not only supplying the needs of the Lord’s people but is also overflowing in many expressions of thanks to God. <sup>13</sup> Because of the service by which you have proved yourselves, others will praise God for the obedience that accompanies your confession of the gospel of Christ, and for your generosity in sharing with them and with everyone else. <sup>14</sup> And in their prayers for you their hearts will go out to you, because of the surpassing grace God has given you. <sup>15</sup> Thanks be to God for his indescribable gift!

What was your biggest learning from this book?

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What made you a little uncomfortable?

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What would you ask the author if given the opportunity?

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## Action Step Review

Mine:

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My Partner:

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*"I never would have been able to tithe the first million dollars I ever made if I had not tithed my first salary, which was \$1.50 per week."*

John D. Rockefeller, Sr.  
American industrialist  
and philanthropist

*"If a person gets his attitude toward money straight, it will help straighten out almost every other area in his life."*

Billy Graham

***To be loyal to Christ through The United Methodist Church and do  
all in their power to strengthen its ministries;***

***To faithfully participate in its ministries by their prayers, their  
presence, their gifts, their service, and their witness.***

-United Methodist Membership Vows

## Understanding the Competition

As of July 2009:

- There are 24,544 registered 501(c)(3) organizations in Missouri
- 4,747 of them are churches or 19.3%
- Total reported revenue from churches = \$5.6B or 17.1%

From: [www.nccsdataweb.urban.org](http://www.nccsdataweb.urban.org)

**Who are the members of your church supporting with their resources?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**What is the message of your number one competitor?**

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*People have the money and they continue to give.  
Religion is just no longer their charity of choice.*



## What is My Role?

### 1. Study God's Word

2. Learn to see stewardship education as part and parcel of Christian discipleship.

3. Learn more about my church's donor base.

So that I can help:

- Select the right leaders

- \_\_\_\_\_

- Understand what is happening within a person's soul

*"If pastors choose not to know how their members are doing in financial stewardship, I believe they are committing clergy malpractice."*

*J. Clif Christopher*

4. Spread the news that my church is changing lives!

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

- \_\_\_\_\_

## **Not Your Parents' Offering Plate – Key Concepts**

- Some major donors do not give to a church because they feel we **would not know what to do with the money.**
  
- Top three reasons people give:
  1. \_\_\_\_\_
  2. **Regard for staff leadership**
  3. **Fiscal stability of the institution**
  
- Christ had great concern for **wealthy.**
  
- All members are NOT equal.
  - **Thank** those who are giving exemplary
  - Those who are giving but not tithing, need help to get there
  - Those who have never given need to be **affirmed**
  
- For a person to be able to make a gift, they must have two things—the **capability** and the **will.**
  
- Knowing what people give will help your pastor and leaders determine the **effectiveness of church programs.**
  
- Asking for money is not sales, it is \_\_\_\_\_.

**Not Your Parents' Offering Plate – Key Concepts, continued**

- The rule in fund-raising is that people give to \_\_\_\_\_ and not to programs.
  
- The three pockets of giving:
  1. **Earned-income pocket**
  
  2. **Capital pocket**
  
  3. **Estate pocket**

**Top Ten Things J. Clif Christopher Would Do Now**

1. \_\_\_\_ Pray, study, and get my act together first
2. \_\_\_\_ Build a high-expectation culture
3. \_\_\_\_ Have weekly testimonies
4. \_\_\_\_ Have regular, ongoing Christian financial planning classes
5. \_\_\_\_ Preach directly on money four times a year
6. \_\_\_\_ Target market your correspondence
7. \_\_\_\_ Spend more time with major donors
8. \_\_\_\_ Write ten thank-you notes a week
9. \_\_\_\_ Review individual giving once a month
10. \_\_\_\_ Never send out a line-item budget again

*Church leaders tend to let their budget drive ministry rather than let their ministry drive their budget.*

### Key Learning from Today

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### Action Step

What is **ONE** action you are willing to commit to taking between now and our next session? (A step on your leadership journey toward your goal.)

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### Action Step Accountability Partner

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### Dashboard Review

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How are people chosen to be on the church's finance team? Is it because of their experience with money...(banker, accountant, etc...)...or is it because of their tithing experience and their faith? Which is more important? What example should this team be setting for the congregation?

Tithing is a spiritual law given by God to humankind to assist people in finding abundance, fulfillment, and gratitude in their everyday lives. As Christians, we give our “first fruits” – the first 10% of our income, back to God out of gratitude for all He has done for us.

Because God has blessed us we have the privilege of helping the local church bless others.

The first instance of tithing appears in Genesis, the first book of the Bible.

*“Then Melchizedek king of Salem brought out bread and wine. He was a priest of God Most High, and he blessed Abram...Then Abram gave him a tenth of everything.”*

Genesis 14:18-20

The Bible does not say that money is evil. It says...

*“People who want to get rich fall into temptation and a trap and into many foolish and harmful desires that plunge men into ruin and destruction. For the love of money is a root of all kinds of evil.”*

1 Timothy 6:9-10

Facilitator: \_\_\_\_\_

Date: \_\_\_\_\_

Name (Optional) \_\_\_\_\_

	Poor /Low (1)	Fair (2)	Good/ Medium (3)	Strong (4)	Excellent/ High (5)
1. Objectives were clearly stated and met					
2. Materials were useful/relevant.					
3. The topics covered were what I expected.					
4. The knowledge of the facilitator added richness to my learning experience.					
5. Pace of session was appropriate.					
6. The environment was free of distractions so I could focus on the course.					
7. I was fully engaged during the workshop.					
8. I learned things in this session that are relevant to my church.					
9. I intend to use what I learned in this session in my church.					
10. How would you rate the session overall?					

What, if anything, would you suggest to improve this session in the future?

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What is your biggest take-away from this session?

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Other comments: \_\_\_\_\_

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## Overall Program Evaluation

Facilitator: \_\_\_\_\_

Date: \_\_\_\_\_

Name (Optional) \_\_\_\_\_

	Poor /Low (1)	Fair (2)	Good/ Medium (3)	Strong (4)	Excellent/ High (5)
1. Objectives were clearly stated and met					
2. Materials were useful/relevant.					
3. The topics covered were what I expected.					
4. The knowledge of the facilitator added richness to my learning experience.					
5. Pace of program was appropriate.					
6. The environment was free of distractions so I could focus on the program.					
7. I was fully engaged during the program.					
8. I learned things in this program that are relevant to my church.					
9. I intend to use what I learned in this program in my church.					
10. How would you rate the program overall?					

What, if anything, would you suggest to improve this total program in the future?

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What is your biggest take-away from this total program?

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Other comments: \_\_\_\_\_

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## Appendix A

# SMART Goal Writing Guidelines

**S**pecific

**M**easurable

**A**chievable

**R**elevant

**T**ime-based

Research suggests that churches and people who set goals perform better than those that do not. Goals, whether personal or professional, department or church-wide, provide a sense of direction and meaning to daily life. Goals have the power to energize and motivate. Goals also measure and improve performance, reduce stress, and build self-confidence. However goals that are vague, unrealistic, too challenging, or too easy can actually do more damage than good. Fortunately, there is an easy way to set productive goals. The process can be easily broken down into the acronym SMART. SMART stands for Specific, Measurable, Achievable, Relevant, and Time-based. As a leader it will be your responsibility to assist your church members in identifying and writing SMART goals. Goal writing should be a mutual process with input from the team as well as your suggestions.

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### ***Goals vs. Objectives***

Before beginning the SMART goal writing process, it is important to separate two similar but ultimately very different terms. The terms are GOALS and OBJECTIVES. For many, these terms are interchangeable; a goal is an objective, an objective is a goal. However, objectives should be viewed as the means to achieve goals. Activities, actions, conditions and resources are all objectives. While goals probably shouldn't change outright, objectives can be flexible and adaptable to current events. Personal, professional, community, denominational, or environment changes can affect the actions taken to achieve a goal. When writing SMART goals, consider the actions or objectives needed to accomplish the goal and how each can be adapted to the ever-changing work environment.

---

### ***Writing SMART Goals***

#### **Specific**

A specific goal is much more likely to be accomplished than a general goal. Some questions to ask while evaluating a goal are:

- What should be accomplished?
- Why should it be accomplished?
- When and how will it be accomplished?

Specific goals show exactly what, when, and how much is expected. This means spelling out the details of the goal from start to finish. Keep in mind that simple goals are better. The easier it is to understand, the easier it will be to achieve.

The following SMART goal is an example of a manager's goal. In the example the underlined words demonstrate the ***SPECIFIC*** nature of the goal.

In order to improve average worship attendance per month in our church I will ensure all families who do not attend three weeks in a row, six weeks in a row and nine weeks in a row are contacted by a member of the connections team or a pastor each week, so as to raise our average by at least .25 by the end of 2011.

## Measurable

Measurable goals are quantifiable. Establish a certain set of criteria for measuring progress toward accomplishing each goal that is set. Questions like the following can help identify if a goal is measurable:

- How much?
- How many?
- How will I know the result has been achieved?
- Is there something observable that can be measured?

When progress is measured, it is easier to stay on track, reach target dates, and achieve success.

In the example the underlined words demonstrate the **MEASURABLE** nature of the goal.

In order to improve average worship attendance per month in our church I will ensure all families who do not attend three weeks in a row, six weeks in a row and nine weeks in a row are contacted by a member of the connections team or a pastor each week, so as to raise our average by at least .25 by the end of 2011.

## Achievable

For a goal to be achievable the team member must possess the skills and have access to the resources necessary to accomplish the goal. Achievable goals should include flexible objectives and tasks to allow for changes in the environment. Good questions to ask to establish whether a goal is achievable are:

- Is the desired result of the goal attainable to the individual?
- How challenging is this goal to the individual?
- How much direct control does the individual have over the goal?

Keep in mind that goals set too high or too low become meaningless. Goals should be realistic and attainable; they should be challenging, but not so difficult that they result in discouragement. Goals should also not be so easy that they become routine and boring. Setting goals together with your team members will help ensure that the goals are achievable.

In the example the underlined words demonstrate the **ACHIEVABLE nature** of the goal.

In order to improve average worship attendance per month in our church I will ensure all families who do not attend three weeks in a row, six weeks in a row and nine weeks in a row are contacted by a member of the connections team or a pastor each week, so as to raise our average by at least .25 by the end of 2011.

## Relevant

Goals should be relevant to the church's vision and mission, the team member's specific function in the organization, and daily tasks. Think about this question when determining a goal's relevance:

- How will the goal impact personal performance as well as the performance of the church?

Goals should also be relevant personally; a goal should represent something the team member is both willing and able to work toward.

In the example the underlined words demonstrate the **RELEVANT** nature of the goal.

In order to improve average worship attendance per month in our church I will ensure all families who do not attend three weeks in a row, six weeks in a row and nine weeks in a row are contacted by a member of the connections team or a pastor each week, so as to raise our average by at least .25 by the end of 2009.

## Time-based

Setting a realistic time frame to accomplish a goal will result in continued progress towards achieving the goal. Goals without time frames will often be pushed aside by the day to day time wasters that are a part of most organizations. It is easy to forget about a goal when there is no deadline for completion. Meeting a deadline helps keep goals properly prioritized. It also creates a sense of urgency that will help motivate the team member to complete the tasks necessary to reach the goal. For goals with many steps or action plans, it is helpful to break down the goal into manageable stages. Work out a time frame for the accomplishment of each stage and add in time for unexpected delays. The deadline will be the date by which all stages are complete.

In the example the underlined words demonstrate the **TIME-BASED** nature of the goal.

In order to improve average worship attendance per month in our church I will ensure all families who do not attend three weeks in a row, six weeks in a row and nine weeks in a row are contacted by a member of the connections team or a pastor each week, so as to raise our average by at least .25 by the end of 2009.

The SMART Goal writing process is a key link in tying together both individual and team efforts with location and church goals. Look at the priorities, mission, vision, and core values of your church as you begin the SMART Goal writing process.

The Priorities of my church are:

- 
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- 
- 

The Core Values are:

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- 
- 

The Mission is:

The Vision is:

Ensure that each of your SMART Goals relates to the overall Mission, Vision, Priorities and Core Values of your church. It is likely that each goal will reflect more than one.

**Mission**

**Vision**

**Priorities**

**Core Values**

### The Time Management Matrix\*

	Urgent	Not Urgent
Important	<p><b>I</b> ACTIVITIES: Crises Pressing problems Deadline-driven projects</p>	<p><b>II</b> ACTIVITIES: Prevention Relationship building Recognizing new opportunities Planning, recreation</p>
Not Important	<p><b>III</b> ACTIVITIES: Interruptions, some calls Some mail/email, some reports Some meetings Proximate, pressing matters Popular activities</p>	<p><b>IV</b> Trivia, busy work Some mail/email Some phone calls Time wasters Pleasant activities</p>

\*Covey, Stephen R.; (1989) *The 7 Habits of Highly Effective People*

	Urgent	Not Urgent
Important	<p><b>I</b> High Performers = 20-25% Typical = 25-30%</p>	<p><b>II</b> High Performers = 65-80% Typical = 15%</p>
Not Important	<p><b>III</b> High Performers = 15% Typical = 50-60%</p>	<p><b>IV</b> High Performers = &lt;1% Typical = 2-3%</p>

## Appendix B

### Characteristics of an Effectively-Worded Vision Statement

**Graphic:** Paints a picture of the kind of church you are trying to create.

**Directional:** Says something about the church's journey or destination and signals the kinds of strategic changes that will be forthcoming.

**Focused:** Is specific enough to provide leaders with guidance in making decisions and allocating resources.

**Flexible:** Is not a once and for all time statement—visions about the church's future state and directional path may need to change as events unfold and circumstances change.

**Desirable:** Appeals to the long-term interests of stakeholders.

**Easy to communicate:** Is explainable in 5 to 10 minutes and, ideally, can be reduced to a simple, memorable "slogan" (like Henry Ford's famous vision of "a car in every garage").

### Leading Change, by John Kotter

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the change vision
5. Empower broad-based action
6. Generate short-term wins
7. Consolidate wins and produce more change
8. Anchor new approaches into the culture

"Vision casting" is  
**not** the first step!

### **Building Blocks (Andy Stanley, *Visioneering*)**

1. A vision begins as a concern.
2. A vision does not necessarily require immediate action.
3. Pray for opportunities and plan as if you expect God to answer your prayers.
4. God is using your circumstances to position and prepare you to accomplish his vision for your life.
5. What God originates, he orchestrates.
6. Walk before you talk; investigate before you initiate.
7. Communicate your vision as a solution to a problem that must be addressed immediately.
8. Cast your vision to the appropriate people at the appropriate time.
9. Don't expect others to take greater risks or make greater sacrifices that you have.
10. Don't confuse your plans with God's vision.
11. Visions are refined – they don't change; plans are revised – they rarely stay the same.
12. Respond to criticism with prayer, remembrance, and if necessary, a revision of the plan.
13. Visions thrive in an environment of unity; they die in an environment of division.
14. Abandon the vision before you abandon your moral authority.
15. Don't get distracted.
16. There is divine potential in all you envision to do.
17. The end of a God-ordained vision is God.
18. Maintaining a vision required adherence to a set of core beliefs and behaviors.
19. Visions require constant attention.
20. Maintaining a vision requires bold leadership.

"Like the ministry's core values and mission, vision is essential to the organization. It is the ministry's port of call. However, unlike the values and mission, the vision is more subject to change. It is dynamic, not static. Over time the vision must be renewed, adapted, and adjusted to the cultural context in which the congregation lives. Although vision changes, the changes take place only at the margins of the vision, not at its core. The core—The Great Commission—does not change."

Aubrey Malphurs – Advanced Strategic Planning

## Prayer Walk > Visioning

- Invite everyone in the church to join the leadership team for a prayer walk on a day you feel is best for optimum participation. Gather at your church before the prayer walk for instructions, directions, and an opening prayer.
- Explain to the group that your objective is to prayer walk (or drive if needed) the immediate community around the church (your mission field) to get in touch with where God is leading your church.
  - Ensure everyone that all postures of prayer are welcomed by God. (kneeling, standing, walking, sitting, hands folded, hands raised, etc...) But our goal should not be to draw attention to ourselves.
  - As we pray for what we see – schools, businesses, homes, children, families, mail carriers, etc... - we need to listen for God to speak to us. What do we see? What needs & hurts? What is the Spirit whispering in our ear?
  - Emphasize prayers for the seen and unseen. But always outward to the community. We need a strong focus on those who do not yet have a relationship with Jesus Christ.
- The idea is for the church to be able to paint a picture of what we will look like in the next 3-5 years as we uniquely carry out the mission to make disciples of Jesus Christ for the transformation of the world.
- Be sure to pray for the Holy Spirit to guide us before leaving on the prayer walk.
- Disperse separately or in small groups of no more than 2 or 3 people. This is a time of being in prayerful discernment for what God wants us to see, hear, and feel. Walk or drive for a total of 30 minutes. Meet back at the church.
- Place everyone into small groups of 6-8 people when they return to share their experience and what they heard from God. Have them begin to record on a flipchart or other source key words or phrases from their conversations. Drawing pictures is also very effective.
- Have each small group share what they wrote with the larger group.
- Ask one person to collect all of the prayer walk information for use as a resource as you work on crafting the vision statement.
- End this section of the process with a prayer before moving on to the visioning section.
- Share key information with the group from the church's MissionInsite reports.
  - Focus on the number of total people in the mission field around the church and how many (typically 70-80%) who do not regularly attend a church.
  - Emphasize inconsistencies between the make-up of the community and the church. (age, race, family type, income, etc...)
  - This demographic information is a piece of the puzzle in determining where God is leading the church.
- Share some examples of vision statements from other churches. Look for components that have been covered in these SCI sessions. Do not limit yourself to just UMC; find some powerful visions from other churches. [Ask your facilitator for resources if needed.]
  - Have the group identify what they like about each example. Look for elements that may be appropriate for this church.
- Ask the group to be in prayer for the pastor and leadership team as they continue to seek God's vision for this church.



**Importance of a Vision**

- Provides Energy
  - Creates Cause
    - Fosters Risk Taking
      - Legitimizes Leadership
        - Energizes Leadership
          - Sustains Ministry
            - Motivates Giving



## Appendix C

### Answers to Potential Giving Obstacles

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1. **It's my money. I earned it.**

It is a common idea (especially in America) that a person has absolute authority over his own stuff. But the reality is very different. The earth is the Lord's, and everything in it (Psalm 24:1). Whatever we have has come from the Lord's hand, and only indirectly by our earning (1 Chronicles 29:14). Our wealth belongs to us in the same way that a child's bedroom belongs to the child. The room actually belongs to the parent, but the child is given temporary, accountable charge over it. This is even more so for Christians, who have been bought at the price of Jesus' death (1 Corinthians 5:20). Our lives and all our stuff is utterly at the disposal of the God who bought us.

2. **My giving is a private matter between God and me, no one else.**

In our culture, a man's checkbook is no one's business but his own. In a similar way, many Christians say that their giving is a private matter, information to which only God is privy. They point to Jesus' admonition in Matthew 6: "[W]hen you give to the needy, do not let your left hand know what your right hand is doing." But Jesus' words here have to do with our inner motives for giving (to please God rather than men), not a privilege of privacy. Any time you find yourself insisting that some part of your spiritual life is nobody else's business, it may be a warning sign that you are trying to hide something. We should keep in mind that the Lord Jesus gave his life not primarily to secure a private relationship with each of us, but to make for himself a church of people consecrated to him (Ephesians 5:25). And this church shares a mutual responsibility for the spiritual growth of its members (Galatians 6:1-5), including our use of money. This means that Christians should be honest and accountable with each other about how we handle God's money. So my giving is actually between God, me, and my Christian brothers and sisters.

3. **The Bible is about religious and moral issues, and not about money at all, let alone charitable giving.**

It is a common idea that the Bible has only to do with so-called religious matters, e.g., church attendance, individual conversion, and personal piety. But this is a misunderstanding, probably derived more from cultural hearsay than from careful reading of the Bible itself. Really, it would be fairer to say that the Bible is about everything. The Bible covers the waterfront of human life because the gospel of God's redemption covers the waterfront of human life. In the words of Scripture, God is reconciling all things to himself through Christ (Colossians 1:20). "All things" certainly includes money and material possessions, so it is no surprise to find that the Bible speaks plainly and frequently about these things. There are philosophies that separate reality into "spiritual" and "material" spheres, but Christianity is not one of them. In the Bible, all of life (including the use of money) is spiritual because God is involved in it. When we take the time to read the Bible carefully, we find that it has much more to say to us than we may have realized, not least of all about our giving.

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## Answers to Potential Giving Obstacles, Continued

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4. **The tithe does not apply to Christians today, only to Old Testament Israel.**

It is true that the tithe was not the standard of Christian generosity today, for Jesus called us to give far more than 10 percent. In fact, the tithe was never the standard of Old Testament generosity, either. The tithe (as a mandatory gift equaling a tenth of one's income) actually only applied to crops and animals from the promised land, not to all income in any time and place. Nor was 10 percent ever "the standard," for there were three tithes (two every year, one every three years) and many other offerings and gifts that were also part of Jewish life. The idea of the tithe is still present in the New Testament (Matthew 23:23), but it is never explicitly applied to believers. Instead, almost all Christians are called to more extravagant freewill giving in response to the gospel of the Lord Jesus, who exhorted us to give 100 percent (Luke 21:1-4). The tithe may be a helpful guideline insofar as it reminds us to give proportionally to the Lord as he blesses us, since he owns it all anyway. But by New Testament standards, settling for 10 percent can be a recipe for condemnation from Jesus if we neglect true generosity, just as it was for the tithing Pharisees (Matthew 23:23). Biblical generosity is loving God with all we are, loving our neighbors as ourselves (Luke 10:25-37) and imitating the sacrificial example of Jesus (2 Corinthians 8:9; 1 John 3:16-18). See also Luke 11:42
5. **The Bible says that each man should give what he has decided in his own heart to give. So I am free to give as much or as little as I choose, even not at all.**

It is true that the apostle Paul says, "Each man should give what he has decided in his heart to give, not reluctantly or under compulsion" (2 Corinthians 9:7). We might think, then, that the apostle is giving us liberty to be as selfish as we like. But curiously, this verse is situated in the middle of a passage urging Christians to give generously (vv 6-15). How can this be? Paul's point is not to give license for selfishness, but to cultivate a love of generosity within his listeners. He does not want to "hold their hands" through the giving process. Rather, he wants them to feel free, creative and excited to give far beyond the ten percent benchmark. Because Jesus has accomplished our redemption and the age of the Spirit has come, Paul's logic goes, appealing to the tithe laws is unnecessary. Yes, this is a sort of freedom unfamiliar to the Old Testament Jews. But it is a freedom to excel in good deeds, not a freedom to sin.
6. **I'm saved, so it doesn't matter how much I give, or even whether I give at all.**

It is right to say that being saved is what matters most, but wrong to conclude that giving is therefore irrelevant. In no way does giving (or any other good work) secure God's favor. However, once we have been made new by the gospel, that same gospel changes us through and through, causing us to practice generosity (and other good works) out of thanksgiving to and love for God. Thus, while a person's giving does not in any way determine his salvation, it is an excellent indicator that salvation has come to him. It is the grace of God, not our giving, that saves us. But once we are saved, it is the same grace of God that makes us generous givers. In fact, the Bible says, if we claim to be saved but refuse to give to people in need, then we may be deceiving ourselves about being saved in the first place (James 2:14-17). In other words, it is precisely because you are saved that it matters how much you give.

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## Answers to Potential Giving Obstacles, Continued

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7. **God loves a cheerful giver, but I am not cheerful about giving, so it's better not to give at all.**

God loves a cheerful giver (2 Corinthians 9:7), but this is not to say that we should wait to give until we feel particularly cheerful about it. As with so many areas of the Christian life, obedience in giving can be hard work. The joy might only come during or after the act of obedience. But the same God who loves the cheerful giver (v. 7) promises to give us the grace we need to give cheerfully (v. 8). He gave us the gift of his Son; surely we can count on him for this as well. We should all aspire to joyful giving. But the best way to cultivate joyful giving is to ask for the Lord's help and start giving.

8. **I am up to my ears in debt. I cannot give now.**

The Christian in debt has an obligation, not only to his creditors but also to God, to pay off his debts and, what is more, to stay out of debt in the future (Roman 13:8). But the responsibility to pay off debts does not cancel out the responsibility to give to the Lord. Specifically, the Bible tells us to give to the Lord from our "firstfruits," that is, the first and best of our income (Proverbs 3:9). As Larry Burkett has said, the first check we write belongs to the Lord and no one else, not even a creditor. Perhaps it sounds harsh, but in fact, giving like this turns out to be in our own best interest. We refrain from giving because it feels financially insecure. But in fact, God promises that giving to him is the most secure financial move one can make. If he gave up his own Son for us, surely we can count on him to give us all things (Romans 8:32). For those who give, he will provide all they need at all times, even making them rich so that they can keep on giving (2 Corinthians 9:8-11). We should make it a high and immediate priority to pay off our debts, but we should also give whatever we can in the meanwhile.

9. **I would like to give, but I'd have to work another job or drastically cut back my standard of living.**

Many people say that they cannot give. But in fact, what most really mean is they cannot give comfortably, that to give would mean a reduction in standard of living, which seems unfair or unreasonable. But this is exactly what the Bible invites us to do. The Bible's greatest example for us of generosity is the Lord Jesus himself, who made himself unimaginably poor in order to make us rich (2 Corinthians 8:9). Christian giving is nothing other than a sacrifice of personal comfort for the sake of the kingdom of God. We should think it altogether fair and reasonable both to labor (Ephesians 4:28) and to scale down our standards of living (Luke 21:4) in order to give. And for those who choose to do so, it turns out to be not a burden but a joy.

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## Answers to Potential Giving Obstacles, Continued

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**10. I'm too young to give; I really just need to focus on being a student.**

Several categories of person might use this argument: (1) American teenagers occupy a strange position between financial childhood and adulthood, owning nothing but spending a great deal. (2) College students and their families have a notoriously difficult financial time, as many students are almost completely dependent on loans, earning no income but acquiring large debts. (3) Graduate students, likewise, face heavy financial burdens with only part-time income and the prospect of future stability. If anyone can be exempt from giving, we might think, it would be these groups. But the Bible teaches that giving is the privilege and responsibility of all God's children, regardless of age or income. In fact, ironically, many biblical examples of generous givers are people who have next to nothing (Luke 21:1-4; 2 Corinthians 8:1-2). How can this be? It is because these people were changed by God's gospel of redemption in Jesus, and they were able to relate to God as a caring Father who meets their needs. They knew God was giving them his kingdom, and as a result they were not afraid to give away what little they had in order to store their treasures in heaven (Luke 12:22-34). It may be difficult, but Christian students should make giving to the Lord a priority in their lives. Do you receive an allowance? Do you work odd jobs or a part-time position? Take what little income you have, and begin to give to the Lord from that. At every stage in life, we will find reasons to postpone giving until later (car payments, house mortgage, kids' tuition, etc.). The best possible thing we can do is to start cultivating the practice early. And though it sounds hard to believe, God says that giving is the most financially secure move we can make, because he himself will provide for our needs in the meanwhile (2 Corinthians 9:8, Matthew 5:38-48).

**11. I already tithe out of my paycheck; I can't afford to tithe out of my gross income.**

Giving God 10 percent of net (post-tax) rather than gross (pre-tax) income is a common practice among American Christians. Pastors often encourage these Christians to give 10 percent from their gross incomes instead. But such distinctions miss the point. Is 10 percent all God requires us to give? No—he has always demanded much more. The tithe was never the standard of generosity in the Old Testament, nor is it the standard of Christian generosity today. The Son of our gracious Father gave up everything and suffered and died for our sakes. How, then, can we seek to give the bare minimum back to him? Instead of trying to create artificial standards and percentages for giving and assuming they are taught in the Bible, we should give generously in keeping with Jesus' clear command to love others as he loved and gave himself (John 15:12-13; 2 Corinthians 8:9, 13-15; 1 John 3:16-18). This means giving sacrificially and even being willing to give up everything for the Lord's work. God desires us to give our very best to him, not our leftovers (Proverbs 3:9). After all, he has given us his very best—his own Son. Admittedly, this is a hard step for many of us. But God is able to make us able, willing and even excited to take it.

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## Answers to Potential Giving Obstacles, Continued

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**12. I don't give to my church because I already give to another ministry.**

It is of course great to give to Christian ministries of all sorts. But a ministry, wonderful as it might be, is not a church. The church is Christ's bride, for whom he gave his life (Ephesians 5:25). Ministries do noble Christian work, but they do not have the biblical authority or range of responsibilities that belong to the institutional church (Matthew 16:17-19). What is more, God has specifically instituted deacons in the church for the administration of Christian offerings (Acts 6:1-6). Being God's unique institution, the church is the first and worthiest recipient of Christian giving. A good rule of thumb is that our tithes should go to the church and not to any ministry. Beyond that, we should feel free to give to the church or to any worthy Christian ministry. But the institutional church has a very special place in God's economy, and we acknowledge this by giving there first of all.

**13. Small gifts don't really matter.**

On the contrary, many ministries and churches rely almost entirely on gifts under \$100. It doesn't take very much money to make a significant impact and to encourage those doing the Lord's work or others in need of funding and resources. When, grateful for their salvation, God's people give in large numbers, even small gifts add up quickly. This is a common objection among teens. But if a youth group has 50 members, and everyone gives \$20, then \$1,000 has been raised which can help pay for a youth worker's salary, sound equipment, camp speakers, camp scholarships for poorer children, or medicine for AIDS orphans in Africa. And regular giving of small amounts can add up—giving \$20 a month to an important ministry near to your heart can produce a gift of nearly \$1,000 after just four years. Finally, we must remember that the Lord sees our giving. Even a cup of cold water or a visit to a prison in his name will be rewarded (Matthew 10:42, 25:34-40).

## Appendix D

### Book & Other Resources

#### Time Management

175 Ways to Get More Done in Less Time!, by David Cottrell & Mark C. Layton  
Eat That Frog! 21 Great Ways to Stop Procrastinating and Get More Done in Less Time, by Brian Tracy  
Getting Things Done: The Art of Stress-Free Productivity, by David Allen  
The 7 Habits of Highly Effective People, by Stephen R. Covey

#### Vision

Advanced Strategic Planning: A new model for church and ministry leaders, by Aubrey Malphurs  
Ministry Nuts and Bolts: What they don't teach pastors in seminary, by Aubrey Malphurs  
Turning Vision into Action, by George Barna  
The Power of Vision, by George Barna  
Leading Change, by John Kotter  
Visioneering: God's blueprint for developing and maintaining vision, by Andy Stanley  
Making Vision Stick, by Andy Stanley

#### Connecting

Fusion: Turning First-Time Guests into Fully-Engaged Members of Your Church, by Nelson Searcy  
The Race to Reach Out: Connecting Newcomers to Christ in a New Century, by Doug Anderson  
Sticky Church, by Larry Osborne  
Creating Community, by Andy Stanley  
First Impression: Creating WOW Experiences in Your Church, by Mark L. Waltz

#### Stewardship

- There are over 20 books listed at the end of Not Your Parents Offering Plate
- [www.gbod.org](http://www.gbod.org) - The General Board of Discipleship provides church leaders with exceptional stewardship resources, training, and consultation.
- [www.umcgiving.org](http://www.umcgiving.org) - UMC Giving Notes features Minutes for Mission, giving devotionals, giving articles, and other resources.
- [www.kswestumc.org](http://www.kswestumc.org) - Kansas-West UMC has some great stewardship resources
- The Bible – there are more than 2,300 verses that address some aspect of stewardship. Certainly the Bible is our blueprint for handling our money, our time, and our talent.

#### Other Leadership Books

Good to Great: Why Some Companies Make the Leap...and Others Don't, by Jim Collins + Good to Great and the Social Sectors: A Monograph to Accompany Good to Great  
Wooden on Leadership, by John Wooden and Steve Jamison  
Now, Discover Your Strengths, by Marcus Buckingham & Donald O. Clifton, Ph.D.  
The Five Dysfunctions of a Team, by Patrick Lencioni  
The Purpose Driven Church, by Rick Warren  
Twelve Keys to an Effective Church, by Kennon L. Callahan  
Effectiveness by the Numbers: Counting What Counts in the Church, by William R. Hoyt  
Ultimately Responsible: When You're in Charge of Igniting a Ministry, by Sue Nilson Kibbey  
The Healthy Small Church: Diagnosis and Treatment for the Big Issues, by Dennis Bickers  
Managing Transitions: Making the Most of Change, by William Bridges  
Winning on Purpose: How to Organize Congregations to Succeed in Their Mission, by John E. Kaiser  
Switch: How to Change Things When Change is Hard, by Chip Heath & Dan Heath

## Appendix E

### Dashboard

	Average Attendance	Baptisms	Professions of Faith	Restored by Affirmation	Outreach Efforts
Last Year totals					
Session One					
Session Two					
Session Three					
Session Four					
Session Five					
Session Six					