

# Small Church Initiative

## HCI - Healthy Church Initiative

### *Growing Fruitful Congregations*

The HCI-Healthy Church Initiative is a "process" of renewal for growing healthy and fruitful congregations in the Missouri Annual Conference of the United Methodist Church.

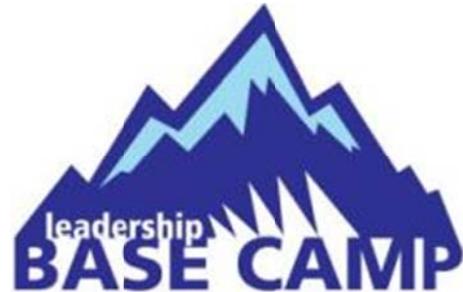
*The Center for Congregational Excellence*  
[www.moumethodist.org](http://www.moumethodist.org)

## FACILITATOR GUIDE

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**Books**

- The Healthy Small Church by Dennis Bickers
- Ultimately Responsible by Sue Nilson Kibbey
- Evangelism in the Small Church by Royal Speidel

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# Small Church Initiative



## Program Overview

## Overview

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### Program Overview

This program is broken down into six sessions that are four hours in length. These sessions will occur every other month over the course of a full year. Church pastors and lay leaders are required to attend each of the sessions in order to complete the SCI program.

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### Core Purpose

The core purpose of this program is to develop the leadership skills of small church pastors and lay leaders in order to enable them to better lead themselves, their churches and others.

There are two other main purposes of this program:

1. Develop core competencies of pastors and lay leaders.
2. Prepare pastors, lay leaders, and their churches for a possible consultation process at their church.

We will take a look at each of these shortly.

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### Objectives

Throughout the total SCI program participants will learn to:

- Develop a strong understanding of how our culture has changed and how the church can change to be “mission-driven” and reach out to others for Christ.
  - Use practical ways to develop the leadership skills of themselves and others at their churches.
  - Use new tools for doing ministry that is both “faithful” and “fruitful.”
  - Develop strong collegiality with other pastors and lay leaders as “life-long learners.”
-

## Core Competencies

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Pastors throughout the church have spent years in spiritual education and development. Our goal with this program is to enhance that foundation with leadership development and practical information they will be able to apply in their lives and the lives of their churches.

Throughout these sessions we will interweave a focus on the development of certain core skills/competencies which are key to leading growing, vibrant, spirit-filled churches. While most of these competencies may not be called out specifically during a session, they are there in the background. It is important for facilitators to understand this and to be aware of this focus on skill development.

Here is listing of some core competencies we are focusing on throughout this program:

- **Change Leadership** – flexibility, adaptability, patience in and with ambiguous situations, responding positively to new demands and challenges, addressing resistance through clear communication, leading change through careful attention to the impact on people, understanding the difference between technical and adaptive changes
- **Communication** – encourages an active and open exchange of ideas, opening shares information, creates an inclusive environment, maintains high visibility, listens actively
- **Outreach** – focusing attention and resources beyond the church, understands the needs of the community, active locally
- **Evangelism** – reaching out to non-Christians, de-Christians, and others in a positive way, praying for those outside the church

## Church Consultation

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The **Small Church Initiative** includes two main components:

1. The SCI group training sessions for pastors and lay leaders. These six sessions are held every other month over the course of one year.
2. Full-day church consultation on-site with a trained consultant provided by the conference.

Not all pastors/churches who take the group training will continue on to have a consultation experience. However, that is an underlying focus for these sessions.

We know from past experiences that the issues/opportunities that are identified most during these consultations are:

- **Passionate worship** – effective service
- **Focusing outward** – involvement in the community, reaching out and serving others
- **Vision** – clear picture of where the church is going
- **Evangelism** – reaching new people for Christ
- **Connecting** – clear process for development, growth, helping new people belong
- **Mission Statement** – calling by God to make disciples for Christ
- **Structure** – how we are structured in our church in order to achieve our mission

Our goal is to address each of these throughout these sessions so that pastors are aware of them and able to proactively focus on them before they participate in a consultation.



Your goal as a facilitator is to point them out as they come up during a session and to continuously point out the connection between what is being taught/discussed and the consultation. This is most effective when it is done subtly and not overtly.

For example, “Those are some great examples of how your church is helping in the community, which is a key part of the consultation process.”

## Basics

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### Handouts

Each participant receives a workbook to be used throughout the entire SCI process. (Our goal is not to have any handouts during these sessions.)

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### Using this Guide

This facilitator guide is fully scripted and is intended as a model. Facilitators are encouraged to use their own words, personal stories, and examples.

Use this guide in conjunction with the participant materials and PowerPoint slides, which are referred to throughout the document. We suggest reading through the facilitator guide several times (at least) for preparation.

To start each session we suggest that the facilitator:

- Arrive at least 45 minutes prior to the start time.
  - Review materials checklists, test equipment, and ensure room setup is correct.
  - Play upbeat background music, if available.
  - Greet each participant as they arrive and make them feel at ease.
  - Start on time, and provide a brisk and organized pace that stays on schedule without participants feeling rushed.
- 

### Room Set-up

- Round tables or smaller table groupings is suggested
  - Ideal class size is 10 to 20 people (if fewer than 10 participants, suggest using a U-shaped setup)
    - Based on geography, district size, and the number of participants from each church...the class size may go up to 30-40 people.
  - One or two flipcharts / whiteboards (with markers)
  - Projector and screen for PowerPoint slides
-

## Icons & Notes

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We use icons and notes throughout the facilitator guides. This is done as an aid to make it easier to focus on the group and learning and less on the materials. Here are a few of the main icons that we are using:

Icon	Purpose
	The suggested amount of time for a module or section appears with this icon.
	Write on or refer to a flipchart, poster or whiteboard.
	Used to indicate corresponding pages in the participant workbook. The page number will be in <b>bold</b> .
	Ask participants a question. Provides interaction
	A note to the facilitator.
	PowerPoint slide placement.

Left margin words:

**SAY** – this will appear when there is a text that needs to be said out loud to the group. Again, it is not meant to be “read” but to be put into your own words.

**ASK** – this indicates a question to be asked. There will also be a question mark icon next to it. These should not be skipped if possible as they will enhance the learning and interaction of the session.

**DO** – indicates some type of action for the facilitator to take.

**NOTE** – information for the facilitator, not meant to be shared or read out loud. Typically has the exclamation point icon.

Text highlighted in grey is for the facilitator only. (Usually a “DO” or “NOTE”)

**Text in bold, and underlined** is a fill-in-the-blank from the participant’s workbook.

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## Materials

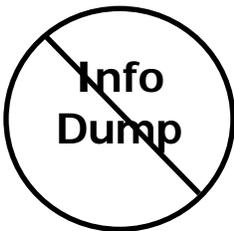
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Each of the sessions is designed and laid out basically the same. There is a Facilitator Guide, Participant Workbook, and PowerPoint presentation for each session. Let's take a closer look at each of these components:

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### Facilitator Guide

We use the term "facilitator" throughout these materials. This is very intentional. These sessions are designed to be two-way conversations and not one-way lectures. Our job as facilitators is to take the participants on a journey of discovery.



Here is the basic layout of the guide and a short comment about each area:

- **About This Course** – gives you a quick "snap-shot" of the session
- **Preparation Checklist** – covers what you will need for the session (while most of this is the same from session to session it is important to check each time + there are a few changes along the way)
- **Course Outline** – a general outline of the session with topics and times (actual start times may vary)
- **Opening** – a short welcome, opening prayer, spiritual formation, along with the core purpose, objectives and ground rules for the day
- **Action Plan Review** – each session will end with everyone writing out a short action plan of what they are going to do with what they learned, we begin each session with a short review of those plans.
- **Leadership Teaching** – this is the heart of the session. Most of your time will be spent here. Some sessions will review the key points from a book. There is an activity of some type written into each session. Typically, there will be a lot of ground to cover. The facilitator must keep the group moving AND still maintain a high level of interaction.
- **Key Learnings /Action Plan** – this is an open discussion time focused on what each person learned, their takeaways, and some best practices that will compliment that session's topic. The action plans will also be completed during this time.
- **Wrap-Up & Closing** – cover homework, answer questions, complete evaluations, end in prayer

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## Materials, Continued

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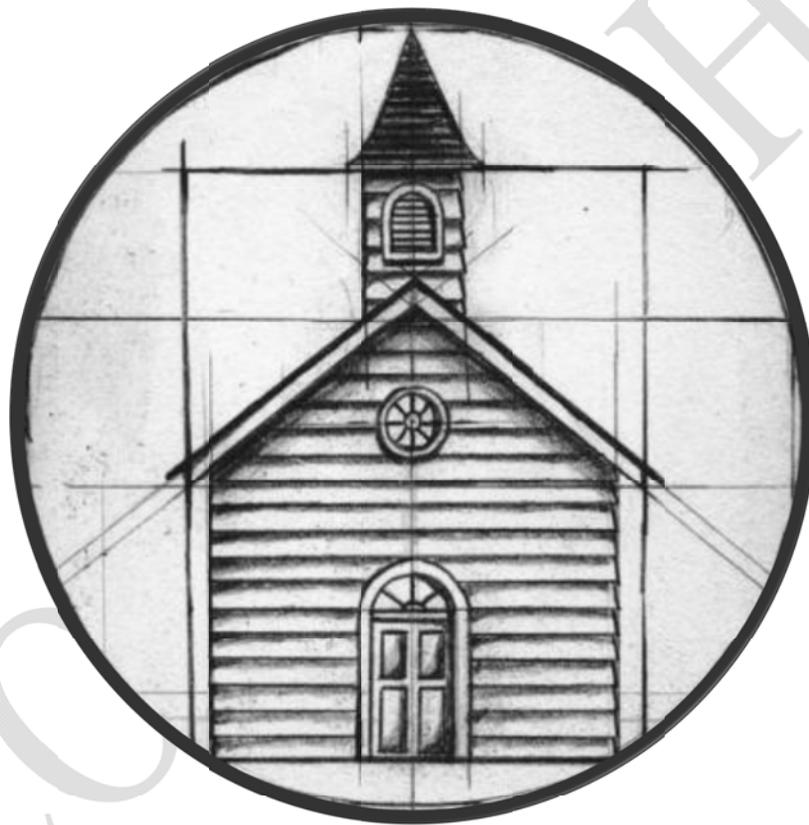
### Participant Workbook

We use the term “participant” very intentionally. Each person should be actively participating in their own learning.

Here are the basic features of the participant workbooks:

- **Notes pages** – in many cases the left-hand page (or the even numbered pages) will be used for notes.
- **Quotes** – the notes pages will also contain a short quote designed to go along with the session topic.
- **Objectives** – this page will contain the core purpose, objectives and ground rules for that session.
- **Leadership Teaching** – the majority of the workbook are pages of key information on the session’s topic. There will be some fill-in-the-blanks.
- **Action Plan** – there is a one-page action plan where each church will commit to doing one thing with what they learned.
- **Best Practices** – in all sessions there will be a page of best practices or tips that go along with the topic. This is key information that the group can take and use.
- **Evaluation** – the last page is a short evaluation that each person will complete and turn in at the end of each session.
- **Videos** – On the CD with the PowerPoints for these sessions is a file with eight short videos of small church pastors in the MO Conference sharing some insights into what has lead their churches to grow.
  - The total time for all videos is seven minutes.
  - You will need to set the video up to play before you start each session so you do not lose time trying to find the right spot on the file.
  - Watch for the  con.

# Small Church Initiative



## Session One Building the Case for Hope

## About This Session

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**Overview** This session is designed to help introduce the participants to each other, prepare them for the overall program, and to build the case for hope in themselves and their churches.

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**Core Purpose** The core purpose of this session is to create a strong partnership between the pastors, lay leaders and facilitator while establishing expectations and responsibilities for the overall process.

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**Objectives** In this session the participants will learn to:

- Define the steps in the Small Church Initiative process
- Understand the current state of the Methodist Church in Missouri
- Review problems that can lead to a church becoming unhealthy
- Identify the lifecycle of a church
- Focus on maximizing strengths

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**Room Set-up** Round tables or smaller table grouping is suggested where possible.

- This will help build relationships by putting people in smaller groups and will allow the facilitator to move around the room between groups.

Ideal class size is 10 to 20 people.

- If fewer than 10 participants, suggest using a U-shaped setup for the room.

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## Preparation Checklist

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- Workbooks (1 per participant)
- Flipchart with easel and markers – tape or other tools to post around the room
- PowerPoint presentation
  - Projector
  - Laptop with presentation loaded on desktop
  - Screen or white wall space
- Pens or other writing instruments
- Name tents or name tags
- Bible
- The Healthy Small Church, by Dennis Bickers (This month's book)
  - Copies for everyone if applicable

### Optional Materials:

- Bottled water
  - Music to play in the background before the session and during breaks
  - Candy for each table
-

## Session Outline

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Time*	Name	Length
9:00 – 10:15	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Prayer</li> <li>• Introductions</li> <li>• Core Purpose, Objectives &amp; Ground Rules</li> <li>• Group Covenant</li> <li>• Spiritual Formation</li> </ul>	1 hour 15 minutes
10:15 – 10:30	<b>BREAK</b>	10 minutes
10:30 – 12:00	<b>Leadership Teaching</b> <ul style="list-style-type: none"> <li>• Current State</li> <li>• Activity – “What turns a church unhealthy?”</li> <li>• Lifecycle of a Church</li> <li>• Building a Case for Hope</li> <li>• Maximizing strengths</li> </ul>	1 hour 30 minutes
12:00 – 12:45	<b>Key Learnings &amp; Action Plans</b>	45 minutes
12:45 – 1:00	<b>Wrap-Up &amp; Closing</b>	15 minutes
<b>TOTAL</b>		<b>4 hours</b>

\* Start time is just an example – adjust as needed

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## Opening

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1 Hour and  
15 minutes

- Welcome (1 minute)
  - Prayer (1 minute)
  - Introductions (30 minutes)
  - Core Purpose and Objectives (3 minutes)
  - Agenda & Program (5 minutes)
  - Group Covenant (15 minutes)
  - Spiritual Formation (20 minutes)
- 

PowerPoint

### Welcome – 1 minute

Display slide (Welcome)

**SAY** Good morning everyone! My name is \_\_\_\_\_. Welcome to our Small Church Initiative process. It is wonderful to see everyone here today. I am very excited to have this opportunity to work with each of you over the course of the next few months.

**DO** Tell the group a little about yourself, your background and experience, how long you have been teaching this program, etc...

**SAY** We are all going to have a chance to introduce ourselves, but first I would like to open us in prayer.

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### Prayer – 1 minute

**DO** Say a short word of prayer focused on thanking God for bringing everyone here today to learn and grow, opening everyone for possible transformation within themselves and their churches, and putting away all other distractions so everyone can focus on today's session. Ask for the Holy Spirit to join you today and to lead the discussions providing discernment for what He wants to accomplish in and through these leaders.

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*Continued on next page*

## Opening, Continued

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### PowerPoint

#### Introductions – 30 minutes

Display slide (Introductions)

**SAY** We are going to be spending a fair amount of time together over the course of the next few months so it would be good for us to spend some time now getting to know each other better.

**READ** Here are the basic guidelines for our introductions:  
(Read from slide)

- Name
- Church / location
- How long have you been there?
- How long have you been in ministry?
- Family
- Biggest challenge in ministry
- Main expectation for the SCI experience

**SAY** Instead of us introducing ourselves, we are going to pair up and introduce each other.

**DO** Have each person in the room pair up with someone they do not already know. It may be necessary for you to partner with a participant if there are an odd number of people in the group.

**SAY** You will now have 2 or 3 minutes to gather the information on each other before we come back and do the introductions.

**DO** Go around the room and ensure everyone has a chance to introduce themselves. It may be necessary to move the introductions along in order to stay on track. Keep an eye on the time.

Be sure that anyone else in the room (conference staff, other facilitators, etc...) takes part in the introductions.

**SAY** That was great. We certainly have a very diverse group and that will help us as we learn to develop our leadership skills.

Now let's take a look at our core purpose and objectives for today.

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*Continued on next page*

## Opening, Continued

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### Core Purpose and Objectives – 3 minutes

**DO** Hand out participant workbooks



**SAY** Please open your workbooks to **page 3**. These workbooks are yours to keep; notice there is room on many pages for notes. Please write your name in the space provided and then turn to **page 7**.

**PowerPoint**

Display slide (Core Purpose and Objectives)

**READ** Our core purpose today is to create a strong partnership between the pastors, lay leaders and myself while establishing expectations and responsibilities for the overall program.

To achieve this core purpose, you will learn to:

- Define the steps in the Small Church Initiative process
- Understand the current state of the Methodist Church in Missouri
- Review problems that can lead to a church becoming unhealthy
- Identify the lifecycle of a church
- Focus on maximizing strengths



**ASK** How do these objectives sound to you? What questions do you have for me concerning our core purpose or objectives?

---

**PowerPoint**

### Agenda and Program – 5 minutes

Display slide (Agenda)



**SAY** On the bottom of **page 7** is our agenda for today. This will be the same basic agenda we will use each time with one exception. The rest of our sessions will include a section for Action Plan Reviews. I will explain that in more detail later today when we complete our action plans from this session.



**ASK** What questions do you have for me concerning our agenda for today?

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*Continued on next page*

## Opening, Continued

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### PowerPoint

#### Agenda and Program, *continued*

Display slide (Program)



**SAY** If you will turn back to **page 3** for a moment. Listed here are our topics for each session.

\* We may want to say something about books?

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### PowerPoint

#### Group Covenant – 15 minutes

Display slide (Group Covenant)



**SAY** To get the most from our time together, we have put together a group covenant on **page 8**:

**DO** Have the group read each item. Have one person start and then go around the room with each person reading a different one out loud. Add any comments you have or clarify as needed.

1. Pray regularly for my fellow group members
2. Complete all of the required reading and other homework between each session so that I will be prepared for our next time together.
3. 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.

**SAY** Don't be shy; that's why we're here. If I don't have an immediate answer to your question, I will place it in our Parking Lot so we can follow-up on it later.



**NOTE** A Parking Lot is a flipchart sheet posted somewhere in the room where the facilitator lists any participant question that needs to be followed up on later. It is also a good tool to get the discussion back on track.

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*Continued on next page*

## Opening, Continued

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### Group Covenant, *continued*

6. Be respectful to others in the group and interact in a respectful manner as we share our unique personal perspectives and ideas.

**SAY** There are several ways for us to be respectful:

- 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. Others?



**ASK** What else would you add to this list to help us make the most of our time together?

**NOTE**



It is strongly suggested that you have the group come up with at least one additional item for the covenant. This will increase their overall ownership and make it more "theirs" and not just a piece of paper.



**ASK** Do we all agree to live by these ground rules?

**SAY** Okay, then please sign and date the bottom of the sheet. We are not going to collect these, they are yours to keep. However, we may refer back to them if needed during our remaining sessions.

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*Continued on next page*

## Opening, Continued

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PowerPoint

### Spiritual Formation – 20 minutes

Display slide (Spiritual Formation)



**SAY** Please turn to **page 9** in your workbooks. Developing our leadership skills, like the developing of any gifts, should begin with a focus on our spiritual formation. We will spend some quality time each session focused in this area. Our goal here is to be in the Word together and to discover the connection between our leadership topic and the scriptures. While we may only spend 10 or 15 minutes on this each time, it is quality of that time and not the quantity that is most important.

We are using the book The Healthy Small Church by Dennis Bickers as our basis for much of what we will be covering today and in other sessions. Chapter Three in the book is titled, “The Importance of a Proper Theology and Doctrine.” In this chapter he lists out six “basic firm beliefs that cannot be abandoned.” Since we have six sessions in our process, I thought it would be good for us to spend some time on each of these.

PowerPoint

Display slide (Beliefs)

**READ**

- The Bible is fully inspired by God and the definitive authority in all things necessary for salvation (2 Tim. 3:15-17).
- Humanity was created in the image of God in order that we might have a relationship with God. As a result of humanity's choosing to disobey God, that relationship was broken (Gen. 1 – 3).
- God sent His Son, Jesus Christ, to the earth to restore the relationship between God and humanity (John 3:16).
- Jesus Christ was born of a virgin (Matt. 1:18-25), died on a cross (Matt. 27:45-50) as the propitiation for our sins (1 John 4:10), and rose again on the third day (Luke 24:1-7).
- Jesus Christ is the only way by which a person can know God (John 14:6).
- Because we have all sinned and disobeyed God (Rom. 3:23), each of us needs to turn to Christ and receive the gift of eternal life (Rom. 6:23).

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*Continued on next page*

## Opening, Continued

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### Spiritual Formation, *continued*

**NOTE**  The intent is to have an open discussion for the next few minutes on how these churches are relating to their target audiences using the Bible. Look/listen for creative solutions everyone can learn. Here are some possible questions to stimulate discussions:

- What are you doing differently in your church today regarding the reading of scripture during worship from several years ago?
- What is the most creative use of the Bible you have personally seen or read about being done in other churches?
- What are some other scripture verses that speak to the Bible being inspired by God and our definitive authority?
- How would you explain the Bible to a “seeker” you met at the coffee shop? What could we say that might get them to want to know more about the Bible?
- The author says in our book, “Faithfully translating the biblical message into the language of our culture is our primary job.” What does that look like in your church?

**DO** Allow time for the discussion. Try to get examples and input from the group rather than sharing your own experiences or comments. Share only as a way to get the discussion started if needed.

**SAY** This was a great discussion and has certainly set a wonderfully strong spiritual formation for the rest of our time together today.

I think now would be a good time for us to take a quick break and stretch our legs before we get into our Leadership Teaching time.

---

# Leadership Teaching



1 Hour  
30 minutes

- **Current State—Where are we now? (10 minutes)**
- **Activity – “What turns a church unhealthy?” (20 minutes)**
- **Lifecycle of a Church (30 minutes)**
- **Building a Case for Hope (10 minutes)**
- **Maximizing strengths (10 minutes)**
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## Current State – Where are we now? – 10 minutes

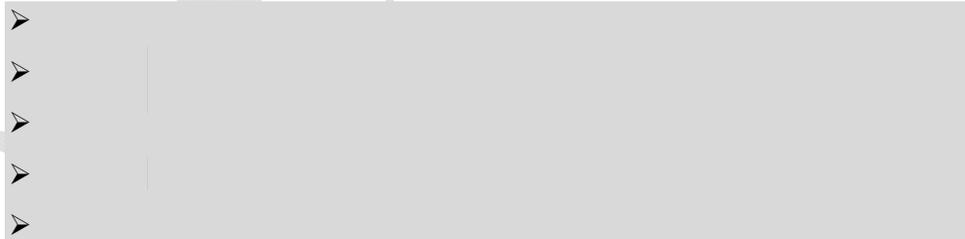
**PowerPoint**

**SAY** We are going to cover a lot of ground in the next hour or so, but I think it would be good for us to establish a foundation first concerning the current state of where we are now as a Church. Please turn to **page 11**.

Display slide (Christian Churches)

**SAY** This slide displays some key facts and figures about the current state of the overall Christian church here in the United States.

**NOTE** List current data here: (Remember to update the slide if needed.)



**PowerPoint**

Briefly cover the data. We want to be factual about the information, but not necessarily negative.

Display slide (UMC)

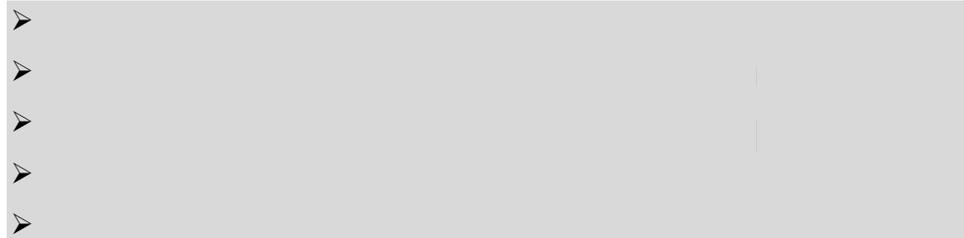
**SAY** This slide displays some key facts and figures about the United Methodist Church in America.

*Continued on next page*

## Leadership Teaching, Continued

### Current State, *continued*

List current data here: (Remember to update the slide if needed.)



**DO** Briefly cover the data. We want to be factual about the information, but not necessarily negative.

**PowerPoint**

Display slide (MO UMC)

**SAY** This slide is a lot closer to home. Here are some facts and figures about our own conference.

**DO** Again, cover the data as needed. The data in the participant workbook is from the end of 2009. Check with the conference office for more up to date data if possible prior to teaching this session. Point out the two goals at the bottom of the page.

**SAY** As you can see, our goal is to have 150 large and mid-size churches to complete the Healthy Church Initiative process by 2015 and to have 250 to 300 small churches complete the same process you are now doing in the same time frame.



**ASK** What does all this information say to you?

**ASK** What is the current state in your church? (Try to get a couple of churches to share. It is not necessary to hear from each church.)

**SAY** Healthy organisms grow. Doctors monitor new born children very closely to ensure they are growing. Christ's church too should be a living, growing thing. Unfortunately, too many churches have become unhealthy over the past few years and decades. Let's take a look now at an activity to help us see what can turn a church unhealthy.

*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Activity – “What Turns a Church Unhealthy?” – 20 minutes

Display slide (Unhealthy Church)

**DO** Divide the group up into small teams of 4-6 people. Try to mix-up the room so that people are not with people they know.

Give the following instructions:



**SAY** Please turn to **page 12**. In your new group, take a few minutes to come up with some things which could turn a church from being healthy to becoming unhealthy. For the purpose of this activity we are defining “unhealthy” in very broad terms. It could be seen as: not growing numerically, not producing “fruit” for the Kingdom, not growing disciples for Christ, basically not being the true body of Christ. We are not necessarily looking at our own churches.

I will give you one problem that could turn a church unhealthy just to get you started: Poor Leadership – that would certainly cause problems in a church. As you come up with possible problems I would also like for you to brainstorm some possible solutions.



**ASK** What questions do you have for me concerning our activity?

**DO** Give the groups at least five minutes to come up with problems and solutions. Be sure to rotate around the groups just to ensure they are on the right track.

Here are the main problems we want to focus on during the debrief of this activity:

- Conflict
- Focusing Inward
- Lack of mission and vision
- Patriarch Barriers
- Poor Leadership
- Cultural Difference
- Poor Self Esteem
- Matriarch Barriers

Go around the groups and get one problem at a time from each. Write these on a flipchart at the front of the room. Record all that come up, but spend the majority of time on the ones listed above. Ensure they are also sharing possible solutions. Ask for additional input from the other teams if the solutions do not seem complete enough.

*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Lifecycle of a Church – 30 minutes

Display slide (Lifecycle of a Church)

**SAY** Churches are like people. They're born, grow up, and then die. One big difference is that people only get one life to live, churches can have multiple lifecycles. This is usually a very intentional process and often is accompanied by some type of major change and a whole new lifecycle beginning.



Please turn to **page 13** in your workbooks. We are going to spend a few minutes now covering a lot of information on church lifecycles. This is very important because it can give us the insight needed for us to understand where our own churches are and how we can best focus our efforts to transition them into a new lifecycle. I would really encourage you to ask questions if any of this does not make sense.

### PowerPoint

Display slide (Four Components)

**SAY** There are four components that determine where a church is on the lifecycle:

- V = Vision (Heart)
- R = Relationship (Arms)
- P = Program (Hands & Feet)
- S = Structure (Skeleton)

**Where should we go?**

**Whom should we bring?**

**How will we get there?**

**What should we avoid?**

### PowerPoint

Display slide (Lifecycle)

**SAY** There is an arch diagram on your page with the ten stages and key issues for that stage. (If a stage is capitalized it is a driving force in the church.) You may want to label the stages for your reference.

While it is true that most congregations do not fit neatly into one of Bullard's categories, we should note that there is usually one category that predominates and enables a church to determine its current lifecycle position. Take a minute to think about where you would place your church on the diagram.

Many congregations on the upside of their cycle reach the peak and start downward in seven years or less. This rapid movement has a lot to do with the culture we live in where change has become the norm.

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*Continued on next page*

## Leadership Teaching, Continued

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### Lifecycle of a Church, *continued*

**SAY** Highly dysfunctional congregations (those on the downside for a while) need time to prepare a new lifecycle.

Congregations who reach their peak (Adulthood) will typically not stay there for more than three to five years without beginning to decline. Such congregations need to create a new lifecycle while they are still at the peak.

There are four key issues that determine where a church is on the lifecycle: Vision, Relationships, Programs, and Structure. When **vision** and **relationships** are driving a congregation's agenda the church will be experiencing the upward side of the lifecycle. When **programs** and **structure** are controlling the agenda the church will be on the downward side.

Let's look at each of these issues and some of the elements which impact these issues.

PowerPoint

Display slide (Vision)



**SAY** This is in your workbook on **page 14**. In the area of vision there are three main elements:

1. **Mission** – why a congregation exists; its purpose. It is important to note that congregations on the downside do not change until they become OUTWARD focused!
2. **Vision** – where the congregation is going; motivation to make necessary changes to move from downward to upward.
3. **Values** – boundaries that guide the congregation; will reflect the focus of the congregation (inward or outward).



**ASK** What do new people see when they look at the mission, vision and values of your church?

PowerPoint

Display slide (Relationships)

**SAY** The ability for people to develop relationships with others in the church is crucial for **changing** the lifecycle of a congregation.

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*Continued on next page*

## Leadership Teaching, Continued

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### Lifecycle of a Church, *continued*

**SAY** Here are a couple of key points that are in your workbooks:

- People are not looking for friendly congregations. They are looking for a congregation where they can make friends! (Wow, that is quite a statement! Try to get some reactions from the group.)
- Everyone needs a place where they are accepted and valued for who they are, not what they do.

While those statements might look simple on paper, most churches seem to struggle living them out. Why do you think that happens?

Each church, no matter what the overall size, will have different size groups who meet for different purposes. These purposes cannot be interchanged. Let's take a quick look at each group.

The three different groups are:

- Large groups – unity for worship and mission
- Mid-size groups – fellowship and teaching
- Small groups – intimacy and accountability



**ASK** Which of the three groups do you feel is the strongest in your church? Why? Which group do you feel has the greatest room for growth? Why?



**SAY** Now let's look at how programs affect the lifecycle of a church on **page 15**.

**PowerPoint**

Display slide (Programs)

**SAY** The purpose of programs in a congregation is to:

1. **Help disciples mature**
2. **Aid disciples in the making of more disciples**

Too often church leaders focus their programs on the first and hope that the second one will take care of itself. Unfortunately, that is rarely the case.

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*Continued on next page*

## Leadership Teaching, Continued

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### Lifecycle of a Church, *continued*

**SAY** There are two major questions that constantly need to be asked of all programs in a church to ensure that the best programs are in place:

1. How does this program contribute to an outward focused mission? [Does it attract new unchurched/dechurched people?]
2. Is this program growing? [Is God rewarding our efforts by bringing new people through this program?]

Our goal through programs should be to convert consumers into committed disciples of Jesus Christ. There is one program that is not assumed culturally from our churches but is demanded for health and growth.... **Leadership Development!**



**ASK** What type of leadership development has your congregation been involved in during the past year?

**SAY** The final issue which determines where a church is in the lifecycle is structure. Let's take a look at that now.

PowerPoint

Display slide (Structure)

**SAY** Structure is like a **skeleton in a body**. If it can be seen, then you are in trouble...yet without it you will collapse. Also, in healthy bodies, skeletons grow and develop so the body can grow.

For any congregational structure system to be effective three major things must happen:

1. The leader must be **growing and developing** as a leader while developing more leaders.
  - The growth of any organization is in proportion to the leaders being developed.
2. Leadership must reflect how work gets done—responsibility, authority, and accountability.
  - **Groups** do not lead and cannot be held accountable, therefore the focus must always be on individuals to lead and be held accountable.

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*Continued on next page*

## Leadership Teaching, Continued

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### Lifecycle of a Church, *continued*

- SAY** 3. The **Pastor/Leader** must turn the ministry of the congregation over to the **laity** (equip the saints to perform it) and they must turn the leadership of the congregation over to the pastor/leader.
- Staff members lead their ministries and manage the programs to produce healthy, growing disciples and in turn a healthy, growing congregation.



- ASK** What image comes to mind when you think of the current structure situation in your church? What needs to happen for it to become more like the management we just described?

- SAY** Wow, we have already covered a lot of information and we are not done yet. I think now would be a great time for us to do a quick activity.

- DO** Group everyone by church for this activity. Have them look back on page 13 at the lifecycle. As a church, give them a couple of minutes to discuss where they feel they are currently on the lifecycle—and why they choose that position.

Once everyone is through, go around the room and ask for every church to share. Encourage them to be as honest as possible. (Now is the time for awareness, not competition.)



Based on time – field questions from the group concerning the lifecycle or the different components. Point out that **page 16** in their workbook gives some additional insights into the stages and components as they relate to one another.

- SAY** Now that we all have a clear understanding of where we are in our churches, our current situation, let's look at some ways we can use this information to build a case for hope.

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Building a Case for Hope – 10 minutes

Display slide (Hope)



**SAY** Please turn to **page 17** in your workbook. Throughout history and around the world, some of the most significant churches have been small in size. The large “mega” churches might baptize 500 people at a service, but that does not mean the one adult baptized in a small church last year counts any less. Heaven celebrates both!

One of the saddest statistics I have heard concerns closing churches. Bob Farr, the Missouri UMC director of congregational excellence, shared with me once that he has unfortunately had to close quite a few small churches throughout the state over the past few years. In all that time he has never received a call from anyone in the community asking why or what they could do to keep the church open. It was a clear indication that these churches had lost the connection to the area they served. Let’s see how we can change that!

I’d like for us to spend a few minutes now discussing how a church your size, located in your community, with all of your same circumstances can become significant in the community.



**ASK** What are one or two things that your church could become more significant in your community? (Not things you are already doing.)

**SAY** Take a minute or two in your table group to come up with some ideas.

Here are some possible responses:

- Host a community food bank at your church
- Coordinate efforts to provide food and supplies to shut-ins
- Offer space for chamber of commerce events
- Partner with a local school in need to paint a room 2-3 times a year

**SAY** Just like churches, it is not the size of the response that counts as much as the significance in the community. It is all about maximizing what you do well, or your strengths and finding your niche. Those just happen to be our next topics.

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*Continued on next page*

## Leadership Teaching, Continued

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PowerPoint

### Maximize Strength & Find Your Niche – 10 minutes

Display slide (Strengths)



**SAY** We are now on **page 19** in your workbooks. Who has heard of the Gallup organization? They are best known for the polls they conduct. However, they have also done a lot of research around engagement in the workplace and working with organizations around the world to improve performance through maximizing what they already do well.

Here is an example of maximizing strengths: Some years ago Gallup was working with a company who helped people to increase their reading skills. Each person went through the same speed reading training course. One person entered the program reading 90 words a minute. After the training they were able to read 150 words a minute. What misleads us sometimes when we see information like this is that we get very excited about the over 65% growth. But our excitement should cool off when we ask ourselves, "What kind of reading is 90 words a minute?" Would you agree to the answer, "it is poor?" And then we ask, "What kind of reading is 150 words per minute?" It too is poor. In this case the person spent considerable time, money and effort to go from poor to poor.

Another person started the same program reading 350 words per minute and at the end they were reading almost 3,000 words per minute! They were above average already, but the focus and attention along with training took them up to a whole new level. This clearly underscores the need to build on strengths. [Incidentally, the person who went from poor to poor in reading happened to be the city's champion bowler that same year. The time that person spent on bowling was a better investment of their time than on reading.] Everyone has unique talents, that is where we get the greatest return on investment.



Here is your homework assignment for you to complete before our next session: Identify the top 2 or 3 strengths of your church. What is your unique niche in the community? You should also come up with one way to build on that strength or niche. Something new that you are not currently doing.



**ASK** What questions do you have about this assignment?

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## Key Learnings & Action Plans

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45 minutes

- **Key Learnings (20 minutes)**
  - **Action Plans (25 minutes)**
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PowerPoint

### Key Learnings – 20 minutes

Display slide (Key Learnings)

- SAY** Take a minute or two to look over everything we covered today and determine your personal top 2 or 3 key learnings.
- DO** After a few minutes or when you notice that most everyone is done go around the room and get at least one key learning from each person. (Be sure to include yourself.) Capture the key learnings on a flipchart at the front of the room.
- NOTE** This is a great way for everyone to learn from each other. Encourage the group to write down any that they may have missed.
- 

PowerPoint

### Action Plans – 25 minutes

Display slide (Action Plans)



- SAY** Based on your personal key learnings or some that you just heard, write down on **page 20** in the “Notes” area one action you feel your church needs to take between now and our next session together.

- DO** Give them about 5 minutes to complete. Have the groups move back so they are together by church if they have not done so.



- SAY** Please turn now to **page 21**. (Cover each part of the Action Plan document and answer questions as required.)
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*Continued on next page*

## Key Learnings & Action Plans, Continued

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### Action Plans, *continued*



**SAY** As a total church I would like for you to complete the Action Plan on this page. You will have about 15 minutes to discuss and compare notes. Please ensure you have at least one person in your group capturing the information and completing the form. This will be our starting point next session as we follow-up on your plans.

**ASK** What questions do you have for me concerning the Action Plan assignment?

**DO** Rotate around the room and verify that each church is completing the assignment correctly.



**VIDEO** During each of our sessions together we will have the opportunity to hear from some pastors of small churches around the state who have been able to grow their ministries. Our first pastor is Larry Garfield who was senior pastor at Oakton UMC from 1996 to 2008 and grew that church from an average attendance of 60 to over 400 in those 12 years.

Play the short video. He is #1 of the eight. Answer questions and make comments as appropriate.

## Wrap-up & Closing

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PowerPoint

### Wrap-up & Closing – 15 minutes

Display slide (Best Practices)



**SAY** On **page 22** are some Best Practices and Additional Resources for you related to the topics we covered today.

**DO** Please be prepared to share some best practices and resources from your own ministry career with the group.

PowerPoint

Display slide (Wrap-up)

**SAY** This has been a great first session for us as we start down this learning path together. We have covered a lot of information and really established a strong foundation for our future sessions together. I just want to thank you for your active participation today.

It sounds like everyone has found something they can take back and apply in their churches.

I just want to remind everyone of the homework assignments:

1. Identify the top 2 or 3 strengths of your church. What is your niche in the community?
2. Complete the action plan assignment for your church.



**ASK** What questions do you have for me concerning these assignments?



**SAY** On **page 23** of your workbook is a short one-page evaluation. Please take a couple of minutes now to fill it out. Your honest feedback will help us to continue to improve these sessions. You may leave them at the back of the room when you leave.



**DO** Confirm the next session date and time with the group—There is space for them to list session information on **page 4**. Please have them fill this out now.

Close the session with a short prayer and dismiss the group.

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# Small Church Initiative



## Session Two Getting Beyond Our Church Walls

## About This Session

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**Overview** This session is designed to move the participants to action by helping them to see the dangers of being too inward focused and why it is so important for our churches to be seen as vital in our communities.

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**Core Purpose** The core purpose of this session is to understand the importance of moving our churches from being inward focused to being outward focused by reaching out to our communities.

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**Objectives** In this session the participants will learn to:

- Understand the connections between the Great Commission, the Mission of the UMC, and our role in the local church.
- Review the current state of our church in the community
- Discover ways to build bridges from our church into the community
- Focus on being on mission and not just supporting missions

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**Room Set-up** Round tables or smaller table grouping is suggested where possible.

- This will help build relationships by putting people in smaller groups and will allow the facilitator to move around the room between groups.

Ideal class size is 10 to 20 people.

- If fewer than 10 participants, suggest using a U-shaped setup for the room.
  - Based on geography, district size, and the number of participants from each church...the class size may go up to 30-40 people.

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## Preparation Checklist

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- Workbooks (1 per participant)
- Flipchart with easel and markers – tape or other tools to post around the room
- PowerPoint presentation
  - Projector
  - Laptop with presentation loaded on desktop
  - Screen or white wall space
- Pens or other writing instruments
- Name tents or name tags
- Bible
- The Healthy Small Church, by Dennis Bickers (This month's book)

### Optional Materials:

- Bottled water
  - Music to play in the background before the session and during breaks
  - Candy for each table
-

## Session Outline

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Time*	Name	Length
9:00 – 9:15	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Prayer</li> <li>• Core Purpose, Objectives &amp; Ground Rules</li> <li>• Spiritual Formation</li> </ul>	15 minutes
9:15 – 10:15	<b>Action Plan / Homework Review</b>	1 hour
10:15 – 10:30	<b>BREAK</b>	10 minutes
10:30 – 12:00	<b>Leadership Teaching</b> <ul style="list-style-type: none"> <li>• Why focus outward?</li> <li>• Activity – Inward or Outward?</li> <li>• Building Bridges in the Community</li> <li>• Fellowship vs. Hospitality</li> <li>• Becoming Mission-Minded</li> </ul>	1 hour 30 minutes
12:00 – 12:45	<b>Key Learnings &amp; Action Plans</b>	45 minutes
12:45 – 1:00	<b>Wrap-Up &amp; Closing</b>	15 minutes
<b>TOTAL</b>		<b>4 hours</b>

\* Start time is just an example – adjust as needed

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## Opening

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15 minutes

- **Welcome & Prayer (2 minutes)**
  - **Core Purpose and Objectives (3 minutes)**
  - **Spiritual Formation (10 minutes)**
- 

**PowerPoint**

### Welcome & Prayer – 2 minutes

Display slide (Welcome)

**SAY** Hello everyone, and welcome to session two. I know it has been a while since our last time together. We have a full agenda today which includes an opportunity for us to review our action plans and homework from the last session.

Before we get too far ahead of ourselves, let's open with prayer.

**DO** Either open with a short prayer or have someone in the group open.

---

### Core Purpose and Objectives – 3 minutes



**SAY** Please open your workbooks to **page 27**.

**PowerPoint**

Display slide (Core Purpose and Objectives)

**READ**

Our core purpose today is to understand the importance of moving our churches from being inward focused to being outward focused by reaching out to our communities.

**PowerPoint**

To achieve this core purpose, you will learn to:

- Understand the connections between the Great Commission, the Mission of the UMC, and our role in the local church.
- Review the current state of our church in the community
- Discover ways to build bridges from our church into the community
- Focus on being on mission and not just supporting missions



**ASK** How do these objectives sound to you? What questions do you have for me concerning our core purpose or objectives?

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## Spiritual Formation

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### PowerPoint

#### Spiritual Formation – 10 minutes

Display slide (Spiritual Formation)

**SAY** As you may recall, we are spending a few minutes each time we are together developing our leadership gifts focusing on our spiritual foundation. Our focus last time was on the bible, today we are looking at our relationship with God.

### PowerPoint

Display slide (Beliefs)

**READ**

- Humanity was created in the image of God in order that we might have a relationship with God. As a result of humanity's choosing to disobey God, that relationship was broken (Gen. 1 – 3).

**NOTE**  The intent is to have an open discussion for the next few minutes on how these churches communicate with their congregations the importance of being in relationship with God. Look/listen for creative solutions everyone can learn. Here are some possible questions to stimulate discussions:

- How would you explain to a new Christian the relationship God wants to have with us?
- We originally broke the relationship we had with God because of sin, we disobeyed His command. The word "sin" is tough for some people to understand. How else might this be communicated?
- What are some other stories/examples from the bible we could share with someone to explain how God wants us back in relationship with Him?

**DO** Allow time for the discussion. Try to get examples and input from the group rather than sharing your own experiences of comments. Share only as a way to get the discussion started if needed.

**SAY** This was a great discussion and has certainly set a wonderfully strong spiritual formation for the rest of our time together today.

Let's take a look now at our action plans and homework from last session.

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## Action Plan / Homework Review

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### PowerPoint

#### Action Plan / Homework Review – 1 hour

Display slide (Action Plan)

**SAY** As you recall, the homework assignment from last session was to identify the top 2 or 3 strengths of your church. We were looking for the unique niche your church has in the community. We also wanted you to come up with one way to build on that strength or niche. Something new that you were not already doing.

We also each completed an action plan for our churches based on our session last time.

**NOTE** Based on the overall size of the group...here are a few options for how to best use this time:

- Have a spokesperson from each church share the results from their homework and action plans. (This is the best option because everyone will get to hear and learn from each other.)
- Divide the group up into smaller groups, of at least two different churches, to share with each other.
- Put all of the pastors into one group and all of the lay leaders into another group and have them share with each other.

However the group is divided...you should save a few minutes to allow the total group to share and learn together.



**VIDEO** Our first video this week is the son of the pastor we saw last time, Ken Garfield who took over Oakton UMC from his dad in 2008.

**DO** Show video #2 in the file.

**SAY** Now let's take a short break to stretch our legs and move around a little before we start our leadership teaching time.

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## Leadership Teaching

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1 Hour  
30 minutes

- **Why Focus Outward? (15 minutes)**
  - **Activity – Inward or Outward? (20 minutes)**
  - **Building Bridges in the Community Activity (20 minutes)**
  - **Fellowship vs. Hospitality (20 minutes)**
  - **Becoming Mission-Minded (15 minutes)**
- 

### Why Focus Outward? – 15 minutes

**SAY** Today's leadership teaching time is all centered on us moving our churches from being inward focused to being outward focused. I'm sure that some of you may be saying to yourself, "We are not inward focused at our church." Well, I really hope that is true. However, we have seen that almost all of our churches tend to become more and more about those who are already in them as time goes on. So my challenge today is for everyone to open your hearts and your minds to hear something new today that you can take back to your church to reach more people for the Kingdom.



PowerPoint

So let's jump right in and look at "Why" we need to focus outward. It all starts with the Great Commission. This is on **page 31**.

Display slide (Great Commission)

**READ** *"Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."* – Jesus, Matthew 28:19-20

**SAY** I like to joke sometimes that it is not called the great suggestion for a reason. This is what Christ is expecting all of us to be doing. We in the church sometime leave out the key word "GO"! Christ did not say "stay" or "wait here and I will send people to you", he calls us to leave our comfort zone and get out into the world.

This commission is typically reflected in the mission statements for churches. Here is the mission of the United Methodist Church:

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Why Focus Outward? *continued*

Display slide (UMC Mission)

**READ** *"The Mission of the Church is to make disciples of Jesus Christ for the transformation of the world. Local churches provide the most significant arena through which disciple-making occurs."*

**SAY** There is really no need for a church to spend time and resources coming up with new mission statement, we just need to embrace the mission Christ has already given us.

This reaches the local, individual level through the vow we have each member take when they join our church:

### PowerPoint

Display slide (UMC vow)

**READ** *"As members of this congregation, will you faithfully participate in its ministries by your prayers, your presence, your gifts, your service, and your witness?"*

**SAY** Okay, I know it took about 2,000 years for us to add the "witness" part to our membership vow. I heard it was stuck in committee all that time. 😊 The important thing is that all of us have a responsibility to get outside of our churches to connect with others in the world.

### PowerPoint

Display slide (Cruise ship vs. battleship mentality)

**SAY** Here is a great analogy for what we are talking about.



**ASK** What is the main focus when you are on a cruise ship? (It is all about you! The crew and everyone on the ship exist just to serve you.)

**ASK** What is the main focus for people on a battleship? (It is all about the mission! Individual wants and needs come second to accomplishing the overall mission.)

**SAY** Okay, now is a good time for an activity.

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Activity – Inward or Outward? – 20 minutes

Display slide (Activity)



**SAY** Please turn to **page 33**. Please take the next couple of minutes to very honestly reflect on and answer each of these ten statements.

**DO** Once everyone is done, have them get together by church to compare their responses and discuss any differences.

**SAY** On page 34 is a scale where you can indicate your church's inward and outward focus. Please determine as a church where you should place your "X."

I doubt any church was 100% inward or outward focused. Our challenge is, wherever we are today, to take one step toward being more outward focused. Take a minute or two as a church to come up with one or two ideas for action steps your church could take in that direction.

**DO** After a couple of minutes have someone from each church share with the overall group one action step they came up with. Encourage everyone to write down other ideas that they hear.

### PowerPoint

Display slide (Service)

**SAY** This image comes from a book called The Externally Focused Church by Rick Rusaw and Eric Swanson. (You may want to read chapter three of the book to get a more complete understanding of the concept.) The intersection of God and the church is where we find salvation. The intersection of God and the city is common grace. Scriptures are full of places where God wants the best for cities. Cities, or government, and churches have tried to control each other many times throughout history...always with bad results.

**READ** "The transformational "Sweet Spot" is where all three interests come together. Service is something the community needs, God desires, and the church has the capacity to do. The community may not care much about salvation, but it does have needs. It is in meeting those needs through service that meaningful relationships develop, and out of relationships come endless opportunities to share the love of Christ and the gospel of salvation." [quote from the book—page 60]

*Continued on next page*

## Leadership Teaching, Continued

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PowerPoint

### Building Bridges in the Community Activity – 20 minutes

Display slide (Bridges)



**SAY** Now we are going to shift gears a little. This next area is certainly related to reaching out into our communities, but in a different sort of way. May I have a volunteer to read the quote at the top of **page 35**? Thank you.

*“God made us to be in relationships—with himself and with other people. Highly effective churches have tapped into this inclination by intentionally addressing every person’s need to belong to something special. A church that fosters true community is indeed something special.” – George Barna*

People today are more connected than ever before. We are in constant contact with others through email, cell phones, Facebook, texting, etc... Why then do you think so many studies find us lonelier as a society each year? We all have a need to be in relationship with both God and others.

I would like for each of you in your table groups to come up with one or two “Bridge Events” that your church could hold in the next 12 months. A bridge event would be something that would be open to everyone in the community, little or no cost, a very “safe” environment (no church, no preaching, no pressure), and appealing to those not attending a church.

The focus would be to enable those in your congregation to invite people they know who are not attending a church to an event where they can have a good time and see that we are not really different than they are. These are events designed to “bridge” the gap between attending a church and not attending.

Some examples would be: Comedy Night with a Christian comedian; a Family Circus with free food and rides; hosting a leadership training workshop; Trivia Night; etc...--try not to give out too many examples...

Give the groups a few minutes to brainstorm then have each group report to the total room. Encourage everyone to note any new ideas. This activity is best when it is taken back to the church and discussed with those in the community.

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Fellowship vs. Hospitality – 20 minutes

Display slide (Fellowship vs. Hospitality)



**ASK** What would you say is the difference between fellowship and hospitality?

**SAY** Yeah, that should be an easy one at this point. Fellowship is focused inward at those already a part of our church and hospitality is focused outward at those not yet connected. Please understand, I'm not saying fellowship is bad or that we should not have any fellowship. The challenge is that too often that is all we focus on doing.

**SAY** What is the difference between guests and visitors? [visitors are not necessarily expected, we may not invite them into our home, we are not comfortable with them and they are usually not comfortable with us. Guests are expected. We want them to feel as welcome as possible. We let them sit in the good chair, pick what they want to watch on TV, we are excited to see them arrive and sad when they leave.]

In his book, The Five Practices of Fruitful Congregations, Bishop Robert Schnase talks about the practice of Radical Hospitality.



**ASK** Let's imagine a young family with children coming to your church for the first time. What would be the minimum expectations they might have in the area of hospitality? (Have an open discussion. Remind people what it was like to visit a church for the first time.)

**ASK** Okay, so what would they consider "radical" in the area of hospitality? (someone coming to their car with an umbrella if it is raining; being taken to the children's area and introduced instead of just a sign or a point; sitting in the back on the aisle in worship so they can leave if needed; information and signing in plain English and not "church" language; being greeted and welcomed both before AND after service; basically not being made to feel like an outsider)

This was another great discussion. I would encourage you to take this back to your church so you and the members can continue to improve your focus on hospitality. One church pastor in our conference is always telling their congregation to "sit near and park far." That is a great way for everyone to be reminded of the need to be ready for guests.

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*Continued on next page*

## Leadership Teaching, Continued

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PowerPoint

### Becoming Mission-Minded – 15 minutes

Display slide (Mission-Minded)



**SAY** Please turn now to **page 37**. The last part of our leadership teaching time is about our churches becoming more mission-minded. (Ask someone to read the quote at the top of the page.)

Almost every church supports mission in some way. Many give financial support to missionaries overseas. That is certainly a wonderful ministry which deserves our support. However, we are not called to support mission...we are called to be **on** mission. This is closely related to how GOD expects us to be both faithful AND fruitful. When we see churches and ministries growing that is typically a good indication that they are being true to God's mission and God is bringing more people to them.

**READ** A healthy church is one that cares more about serving others than in its own survival. It's committed to being on mission with God in the world and making an impact on the community that God has given it. In order to do that, churches must answer two difficult questions:

1. **Who are we here for?**
2. **Is what we're doing here really worth the life of our Lord?**

**SAY** These are tough questions that deserve some prayerful consideration and the wisdom of Godly leaders.

PowerPoint

Display slide (Committees)



**ASK** There is always a danger when we have evangelism or mission committees in our churches. What do you think that is? (Everyone else feels like they do not have to worry about these areas because there is a committee of people focused on that area.)

**SAY** We really run into this challenge with just about every committee in our church. The rest of the congregation feels like they are off the hook because others are doing that work. How might we move the focus for mission and evangelism to our total congregations?



**ASK** How might we move the focus for mission and evangelism to our total congregations?

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Becoming Mission-Minded, *continued*

Display slide (Small Groups)

**SAY** I would like to wrap-up our leadership teaching time today with a short discussion on small groups. I'm talking now about small groups meeting in homes for a bible study, adult Sunday School classes, or any other type of small groups you might have in your church.

There is always a challenge for new people to join in with an existing small group. The group is usually very comfortable with each other and tends to know much more about each other than they do about the new person or couple. This can translate into an invisible wall being built up around our small groups.

Two of the best ways to ensure new people connect to your church and keep coming back is to get them involved in service and/or to get them into a small group of some type. This can be tough if it "feels" like the groups are closed.



**ASK** Has anyone experienced at time where the small groups in your church did not seem to be growing, even when you had some new people?

**ASK** How often are you starting new small groups? (It is best to start new small groups at least 2 or 3 times a year.)

**SAY** New people connect better with other new people. We need to look for opportunities to start new small groups or to put some new people together with a strong leader to form a new group.



**ASK** What questions do you have for me concerning anything we have covered so far?



**VIDEO** Let's watch our second video of pastors now. This is Greg Connell who is at St. Stephens UMC.

Play video #4 in the file.

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## Key Learnings & Action Plans

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45 minutes

- **Key Learnings (20 minutes)**
  - **Action Plans (25 minutes)**
- 

PowerPoint

### Key Learnings – 20 minutes

Display slide (Key Learnings)

- SAY** Take a minute or two to look over everything we covered today and determine your personal top 2 or 3 key learnings.
- DO** After a few minutes or when you notice that most everyone is done go around the room and get at least one key learning from each person. (Be sure to include yourself.) Capture the key learnings on a flipchart at the front of the room.
- NOTE** This is a great way for everyone to learn from each other. Encourage the group to write down any that they may have missed on **page 36** in their workbooks.
- 

PowerPoint

### Action Plans – 25 minutes

Display slide (Action Plans)



- SAY** Based on your personal key learnings or some that you just heard, write down on **page 36** in the “Notes” area one action you feel your church needs to take between now and our next session together.

- DO** Give them about 5 minutes to complete. Have the groups move back so they are together by church if they have not done so.



- SAY** Please turn now to **page 38**. (Cover each part of the Action Plan document and answer questions as required.)
- 

*Continued on next page*

## Key Learnings & Action Plans, Continued

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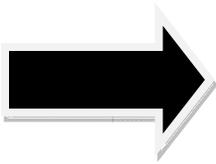
### Action Plans, *continued*

**SAY** As a total church I would like for you to complete the Action Plan on this page. You will have about 15 minutes to discuss and compare notes. Please ensure you have at least one person in your group capturing the information and completing the form. This will be our starting point next session as we follow-up on your plans.



**ASK** What questions do you have for me concerning the Action Plan assignment?

**DO** Rotate around the room and verify that each church is completing the assignment correctly.



At the end of this time have everyone turn to **page 39** and you will need to lead a short discussion about MissionInsite. More details can be found on the website, in the PLD1/LLD1 Facilitator's Guide, or by contacting the conference Regional Administrator—Tammy Calcote.

## Wrap-Up & Closing

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PowerPoint

### Wrap-up & Closing – 15 minutes

Display slide (Best Practices)



**SAY** On **page 40** are some Best Practices and Additional Resources for you related to the topics we covered today.

**DO** Please be prepared to share some best practices and resources from your own ministry career with the group.

PowerPoint

Display slide (Wrap-up)

**SAY** This has been a great session today and I appreciate everyone's participation.

It sounds like everyone has found something they can take back and apply in their churches.

Your homework assignment is to obtain a MissionInsite report for the mission field around your church. Using that report you will need to begin the process of contacting those in your mission field to ask them what are their needs, wants, hurts, etc...



**ASK** What questions do you have for me concerning this assignment?



**SAY** On **page 41** of your workbook is a short one-page evaluation. Please take a couple of minutes now to fill it out. Your honest feedback will help us to continue to improve these sessions. You may leave them at the back of the room when you leave.



**DO** Confirm the next session date and time with the group—There is space for them to list session information on **page 4**. Please have them fill this out now.

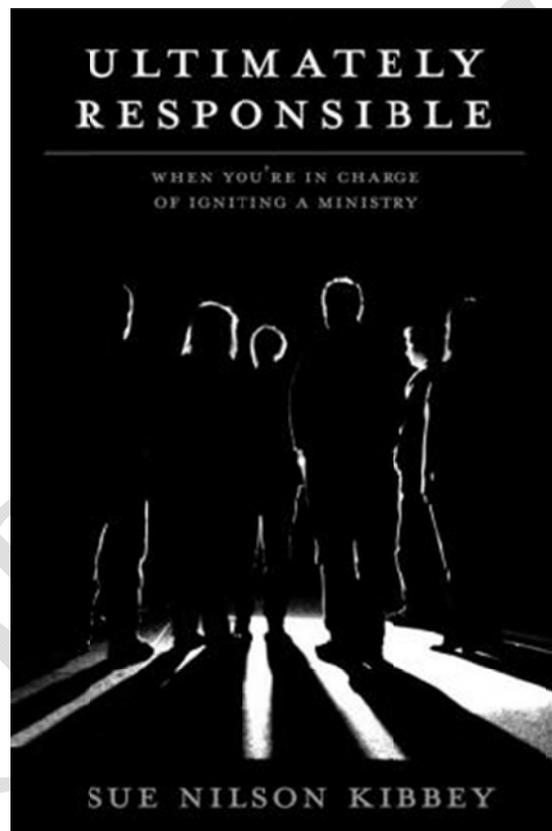
Close the session with a short prayer and dismiss the group.

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# Small Church Initiative



## Session Three Leadership Development: The Foundation for Growth

## About This Session

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**Overview** This session is designed to emphasize the need and importance of leadership development in our churches. While this session cannot cover all areas of leadership development, our goal is to cover some key points and to be a catalyst for pastors and lay leaders to continue the process in their churches.

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**Core Purpose** The core purpose of this session is for the group to discover how to apply key principles of leadership development in their churches.

---

**Objectives** In this session the participants will learn to:

- Identify leaders and position them for success in ministry.
  - Work with limited resources and deal with conflict.
  - Develop spiritual leaders around you.
  - Understand a new simplified church structure.
- 

**Room Set-up** Round tables or smaller table grouping is suggested where possible.

- This will help build relationships by putting people in smaller groups and will allow the facilitator to move around the room between groups.

Ideal class size is 10 to 20 people.

- If fewer than 10 participants, suggest using a U-shaped setup for the room.
    - Based on geography, district size, and the number of participants from each church...the class size may go up to 30-40 people.
-

## Preparation Checklist

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- Workbooks (1 per participant)
- Flipchart with easel and markers – tape or other tools to post around the room
- PowerPoint presentation
  - Projector
  - Laptop with presentation loaded on desktop
  - Screen or white wall space
- Pens or other writing instruments
- Name tents or name tags
- Bible
- Ultimately Responsible, by Sue Nilson Kibbey (This month's book)
- Download a drum solo from YouTube or Google Video (Here are two examples: "Four Solos for Snare Drum Movement 3; Pretty bad drum solo")

### Optional Materials:

- Bottled water
- Music to play in the background before the session and during breaks
- Candy for each table

## Session Outline

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Time*	Name	Length
9:00 – 9:15	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Prayer</li> <li>• Core Purpose, Objectives &amp; Ground Rules</li> <li>• Spiritual Formation</li> </ul>	15 minutes
9:15 – 10:15	<b>Action Plan / Homework Review</b>	1 hour
10:15 – 10:30	<b>BREAK</b>	10 minutes
10:30 – 12:00	<b>Leadership Teaching</b> <ul style="list-style-type: none"> <li>• Identifying &amp; Positioning Leaders</li> <li>• Leadership Styles/Credibility Markers</li> <li>• Working with Limited Resources</li> <li>• What Great Leaders Practice: Credibility</li> <li>• Developing Spiritual Leaders</li> <li>• Simplified Structure</li> <li>• Building a Team</li> </ul>	1 hour 30 minutes
12:00 – 12:45	<b>Key Learnings &amp; Action Plans</b>	45 minutes
12:45 – 1:00	<b>Wrap-Up &amp; Closing</b>	15 minutes
<b>TOTAL</b>		<b>4 hours</b>

\* Start time is just an example – adjust as needed

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## Opening

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15 minutes

- **Welcome & Prayer (2 minutes)**
  - **Core Purpose and Objectives (3 minutes)**
  - **Spiritual Formation (10 minutes)**
- 

**PowerPoint**

### Welcome & Prayer – 2 minutes

Display slide (Welcome)

**DO** Welcome everyone as they enter. Try to encourage them to sit with someone new if possible. Be sure to start on time.

Ask for someone in the group to open the session with a prayer.

---



**SAY** Please open your workbooks to **page 45**.

**PowerPoint**

Display slide (Core Purpose and Objectives)

**READ**

Our core purpose today is to discover how to apply key principles of leadership development in our churches.

To achieve this core purpose, you will learn to:

**PowerPoint**

- Identify leaders and position them for success in ministry.
- Work with limited resources and deal with conflict.
- Develop spiritual leaders around you.
- Understand a new simplified church structure.



**ASK** How do these objectives sound to you? What questions do you have for me concerning our core purpose or objectives?

---

## Spiritual Formation

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### PowerPoint

#### Spiritual Formation – 10 minutes

Display slide (Spiritual Formation)

**DO** Download a drum solo video from youtube.com or Google video before this session. (Here are two examples: "Four Solos for Snare Drum Movement 3; Pretty bad drum solo) You do not need to share the titles, it is not about this being "bad", the point is more about someone playing alone.

**SAY** I know this may seem a little strange, but we are going to start our spiritual formation time with a video.



**DO** Play a minute or so of the video. Just enough for everyone to get a sense of how alone the person is without others playing with them.

**SAY** Now let's take a look at 2 Samuel 23:8-12.

**READ** <sup>8</sup> These are the names of David's mighty men: Josheb-Basshebeth, a Tahkemonite, was chief of the Three; he raised his spear against eight hundred men, whom he killed in one encounter.

<sup>9</sup> Next to him was Eleazar son of Dodai the Ahohite. As one of the three mighty men, he was with David when they taunted the Philistines gathered at Pas Dammim for battle. Then the men of Israel retreated, <sup>10</sup> but he stood his ground and struck down the Philistines till his hand grew tired and froze to the sword. The LORD brought about a great victory that day. The troops returned to Eleazar, but only to strip the dead.

<sup>11</sup> Next to him was Shammah son of Agee the Hararite. When the Philistines banded together at a place where there was a field full of lentils, Israel's troops fled from them. <sup>12</sup> But Shammah took his stand in the middle of the field. He defended it and struck the Philistines down, and the LORD brought about a great victory.

**SAY** David, the greatest king of Israel, put together a team of "mighty men". He did not try to do it all himself. The video we watched earlier was a visual and audio example of what it is like when we as leaders try to go it alone.



**ASK** What are some other examples, beside Jesus, of leaders in the Bible building a team? What can we learn from these leaders?

**SAY** Great! Now let's take a look at our action plans and homework from last session.

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## Action Plan / Homework Review

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### PowerPoint

#### Action Plan / Homework Review – 1 hour

Display slide (Action Plan)

**SAY** As you recall, the homework assignment from last session was to obtain a MissionInsite report for the mission field around your church and to begin contacting people in that area to learn their needs, wants, hurts, etc...

We also each completed an action plan for our churches based on our session last time.

**NOTE** Based on the overall size of the group...here are a few options for how to best use this time:

- Have a spokesperson from each church share the results from their homework and action plans. (This is the best option because everyone will get to hear and learn from each other.)
- Divide the group up into smaller groups, of at least two different churches, to share with each other.
- Put all of the pastors into one group and all of the lay leaders into another group and have them share with each other.

However the group is divided...you should save a few minutes to allow the total group to share and learn together.



**VIDEO** Our first video this week is Margie Briggs from Calhoun UMC and she has grown the church from 18 to 47 in attendance.

**DO** Show video #5 in the file.

**SAY** Now let's take a short break to stretch our legs and move around a little before we start our leadership teaching time.

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## Leadership Teaching

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1 Hour  
30 minutes

- Identifying & Positioning Leaders ( 15 minutes)
- Activity – Leadership Styles ( 15 minutes)
- Working with Limited Resources ( 15 minutes)
- Activity – What Great Leaders Practice ( 5 minutes)
- Developing Spiritual Leaders ( 20 minutes)
- Simplified Structure ( 10 minutes)
- Building a Team ( 10 minutes)

---

### Identifying & Positioning Leaders – 15 minutes

**SAY** This session's leadership teaching is all about...Leadership! We could of course spend many hours on this topic and still not cover everything. Our goal today is to just hit on some key points from the books Ultimately Responsible and The Healthy Small Church. I would encourage you to look for the one or two key things you will be able to take back and use in your ministry.



Let's start on **page 49** in your workbooks by looking over the Three Types of Team Members. I'm sure we have all worked with each of these types.

**PowerPoint**

Display slide (3 Types of Team Members)

**DO** Briefly discuss each of the three types. Here are the points in the participant workbooks:

#### 1. Ministry Worker

- would rather serve than lead
- more comfortable behind the scenes than in front of a group
- enjoy making a contribution as part of a team

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*Continued on next page*

## Leadership Teaching, Continued

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### Identifying & Positioning Leaders, continued

#### 2. Ministry Franchiser

- takes an existing ministry and makes it their own
- not focused on creating new ministries, but in making current ones better
- may volunteer to serve, then step forward to lead and make it their own

#### 3. Ministry Entrepreneur

- enjoys inventing/creating new ministry opportunities
- like taking chances, charting a new paths
- will lead new projects and drive them forward



**ASK** By a show of hands, how many people have encountered all three of these types in a church?

**ASK** How can we identify each of these types? What happens when ask one type of team member to perform like another type?

**PowerPoint**

Display slide (Setting new leaders up for success)

**SAY** One of the most important things we do as leaders is to set up our new leaders for success. When a new leader struggles it can often be traced back to a gap in training, communication, or expectations. Our role should be to close those gaps up front rather than after the fact.

**DO** Briefly cover the points from their workbook:

- Move slow in selecting—pray often—partner with wise counsel
  - 3 things to look for: character, competence, and chemistry
- Be upfront—tell them the whole picture, good and bad
- Ensure they are serving before they are leading—dangerous to do otherwise
- Create positive experiences—great first day with their team—celebrate wins
- Follow-up often at first—ensure two-way communication is in place

Determine who in the group has been in their current role/position the longest.

*Continued on next page*

## Leadership Teaching, Continued

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### Identifying & Positioning Leaders, continued



**ASK** Ask that person: Do you recall any details from your first day? (Most people remember great details from their first day for many years.) Ask the room to think back to the first day in their current role. Good or bad...we all tend to recall a lot of details from our first day. As leaders, we need to ensure that new leaders on our team are having a great first experience.



**ASK** What are some things we can do to help a new leader have a great first day?

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PowerPoint

### Activity – Leadership Styles – 15 minutes

Display slide (Leadership Styles)



**SAY** Now let's look at **page 50** in your workbook. These leadership styles come from the book, Ultimately Responsible.

Go around the room and have a different person read each of the eight styles.

1. **Leadership by Parenting** – keep the peace, unconditional love, makes exceptions
  2. **Leadership by Mind Reading** – expects everyone to know what they are thinking
  3. **Leadership by Loyalty** – radiates love and affection...as long as you go along with them
  4. **Leadership by Command** – issues orders and instructions, "I'm in charge!"
  5. **Leadership by Inclusiveness** – involve everyone, without regard to skills, experience, or spiritual maturity
  6. **Leadership by Punishment** – do it their way or you are gone
  7. **Leadership by Incompetence** – smart, experienced, skilled...but not a leader (or lacking in experience leading others)
  8. **Leadership by Intention** – Leading like Jesus, "everyone is important to God, but *not everyone is equally strategic to everything*"
- 

*Continued on next page*

## Leadership Teaching, Continued

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### Activity – Leadership Styles, continued

**SAY** Now let's have some fun! In your table groups—see how many of these leadership styles you can come up with an example for. You can use famous people, TV or movie characters, fictional characters, cartoon characters, etc...(just no one in the room or another real person from your ministry experience ☺) Here is one just to get your creative juices flowing...for Leadership by Punishment you might say "Darth Vader" from the Star Wars movies.

**DO** Give the group a few minutes to discuss. This is more of a "fun" activity to get them thinking than anything else. Have some fun as you have each table team read their lists. Try to ensure you get at least one example of each style.



**SAY** Okay, that was fun. Now let's turn to **page 51** and look at how we can best work with limited resources.

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#### PowerPoint

### Working with Limited Resources – 15 minutes

Display slide (Limited Resources)



**ASK** What do you think of when you hear the word "resources"? (money, people, talents, skills, materials, time, etc...)

**SAY** No matter what our situation is today or in the future, we will most likely never have all the resources we want or feel we need. Our challenge is to make the most of what we have.

In their ground-breaking book Now, Discover Your Strengths authors Clifton and Buckingham share some great insights about people and organizations they learned working for the Gallup company:

#### PowerPoint

- Strength = consistent near perfect performance in an activity.
  - Each person's talents are enduring and unique.
  - Each person's greatest room for growth is in the areas of his or her greatest strength.
  - Excellent performers were rarely well rounded. On the contrary, they were sharp.
  - People and organization should learn to capitalize on their strengths, and manage around their weaknesses.
- 

*Continued on next page*

## Leadership Teaching, Continued

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### Working with Limited Resources, continued

**SAY** Based on that information on strengths—I'd like for you to individually fill in the blanks at the top of your page.

**PowerPoint**

- What does your church do best? \_\_\_\_\_
- Strongest ministry = \_\_\_\_\_

In some cases these may be the same answer, or they may be different. Once you have your responses, get with the others here from your church and compare answers. Quickly pick ONE ministry/activity and come up with one action you can take in order to capitalize on this strength of your church. (Time is short—only give them a couple of minutes for this.)

One area of limited resources in our churches is finances. There are three areas where we can help our congregations grow in their understanding of stewardship = preaching, teaching, and intentional discipleship. An example of this would be when a church does a sermon series on stewardship, offers a Financial Peace University class, and teaches a membership class on giving as it relates to our membership vow.



**ASK** What are some other examples of teaching stewardship in church?

**SAY** Remember, a church will never be healthier than its attitudes and fears around finances and giving.

As long as we are talking about finances, we might as well look at dealing with conflict. The section on the bottom half of this page is from chapter seven of The Healthy Small Church.

**DO** Spend a couple of minutes covering the following list. If you have time you many want to ask for examples of how someone in the group has overcome an issue with a certain area of conflict within their own ministry in the past.

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Dealing with Conflict

- Respond quickly to problems when they first begin to appear
  - Speak directly to the persons with whom you have a disagreement
  - Maintain confidentiality
  - Refuse to listen to gossip
  - Treat one another with respect
  - Don't have a hidden agenda or unspoken concerns
  - Remember that the kingdom of God is more important than your agenda
  - Be willing to submit your conflict to a third party
- 

### PowerPoint

#### Activity – What Great Leaders Practice – 5 minutes

Display slide (Great Leaders)



**SAY** Now let's look at **page 52**. This is a good place for a quick activity. Get with your church group (if not already together). Look over the list for a minute. Go around your church group and share an example of how the person to your left has modeled one of the ten credibility markers—and the one that you want to work on for yourself.

1. You can explain the vision.
2. Your leadership attitude is contagious.
3. You're willing to look and talk like a leader.
4. You tell stories and nourish possibility.
5. It's not about you.
6. You share authority and responsibility.
7. Communicate, communicate, communicate.
8. You resolve conflict as it happens.
9. You get decisions made and details covered.
10. You care about and invest in your team members.

\* From Ultimately Responsible

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*Continued on next page*

## Leadership Teaching, Continued

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PowerPoint

### Developing Spiritual Leaders – 20 minutes

Display slide (Developing Spiritual Leaders)



**SAY** Please turn now to **page 53** in your workbooks. There are 13 qualifications for church leadership listed there from the book The Healthy Small Church.

**DO** Go around the room and have someone different read each of the 13 qualifications.

1. Live exemplary lives that will be obvious to all people.
2. Be morally pure individuals.
3. Walk by faith and reflect biblical love in their relationships.
4. Be wise and discerning.
5. Live life in a way that makes the gospel appealing to those outside the church.
6. Be generous toward others.
7. Be able to communicate with gentleness and grace.
8. Not be bound to sinful habits.
9. Be able to control anger.
10. Be persons of conviction and willing to take a stand for those beliefs in a manner that also reflects love and grace toward others.
11. Not attempt to control others.
12. Faithfully support the church financially.
13. Maintain good relationships with members of their families.

**SAY** When it comes to developing spiritual leaders, there are three key areas for us to focus on: 1) identifying leaders, 2) investing in leaders, and 3) developing leaders.

**DO** Assign one of the areas to each table group.

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*Continued on next page*

## Leadership Teaching, Continued

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### Developing Spiritual Leaders, continued

Give each group about five minutes to come up with two or three ways to accomplish their area in a church. Go around the room and hear from each group. Share your own ideas as needed.

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PowerPoint

### Simplified Structure – 10 minutes

Display slide (Simplified Structure)



**SAY** Many of our churches operate with the same structure today as they did 20, 30, or 50 years ago. This is often the case even when the average attendance has dropped by one-half or more. We need to be wise about how we are spending our time and what we are asking leaders to commit to doing in our churches. One way for us to do this is to simplify our church structure. While I am not telling you today to go back and make this change...I do want to share an option for you to pray about and explore to see if it will help you and your leader “do” more ministry and less reporting.

There are a few fill-in-the-blanks on **page 55**:

PowerPoint

- Board/Council = Role is **governance**
- Pastor = Role is **leading**
- Staff (paid & unpaid) = Role is **managing**
- Members = Role is **ministering**

**DO** Briefly cover each and answer any questions.

PowerPoint

Display slide (Church Council)

**SAY** Here is an example of what that simplified structure would look like in a church. [Answer questions as needed.]

PowerPoint

Display slide (Organizational Chart)

**SAY** The org chart is from the book *Winning on Purpose*. That is also the book that we use as a foundation for making many of these structural changes in our churches. [Explain the chart and answer any questions.]

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*Continued on next page*

## Leadership Teaching, Continued

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**PowerPoint****Building a Team – 10 minutes**

Display slide (Building a Team)



**SAY** No matter what size your church attendance is today or in the future...25, 250, or 2500...no one can do it alone. We all need to surround ourselves with effective leaders. Take a look at **page 56**. These are just a few of the challenges we face in our churches when we are building a team.



**ASK** What questions do you have now or what challenges are you facing today around building a team?

**DO** Spend a few minutes in open discussion around questions and challenges from the group.

**SAY** Now let's take a look at another video from a pastor. This video is Ginny Barnes from Woodlandville UMC. She grew her church from 54 to 72 in attendance.



Play video #6 on the CD.

## Key Learnings & Action Plans

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45 minutes

- **Key Learnings (20 minutes)**
- **Action Plans (25 minutes)**

**PowerPoint**

### Key Learnings – 20 minutes

Display slide (Key Learnings)



**SAY** Take a minute or two to look over everything we covered today and determine your personal top 2 or 3 key learnings. Write them down on **page 57**.

**DO** After a few minutes or when you notice that most everyone is done go around the room and get at least one key learning from each person. (Be sure to include yourself.) Capture the key learnings on a flipchart at the front of the room.

**NOTE** This is a great way for everyone to learn from each other. Encourage the group to write down any that they may have missed.

**PowerPoint**

### Action Plans – 25 minutes

Display slide (Action Plans)



**SAY** Based on your personal key learnings or some that you just heard, write down on **page 57** one action you feel your church needs to take between now and our next session together.

**DO** Give them about 5 minutes to complete. Have the groups move back so they are together by church if they have not done so.

*Continued on next page*

## Key Learnings & Action Plans, Continued

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### Action Plans, *continued*

**SAY** As a total church I would like for you to complete the Action Plan on this page. You will have about 15 minutes to discuss and compare notes. Please ensure you have at least one person in your group capturing the information and completing the form. This will be our starting point next session as we follow-up on your plans.



**ASK** What questions do you have for me concerning the Action Plan assignment?

**DO** Rotate around the room and verify that each church is completing the assignment correctly.

PowerPoint

### Homework

Display slide (Homework)

**SAY** Your homework between sessions this time is to examine your current church structure and determine how it might be simplified in order to allow you and your congregation to spend more time “doing” ministry and less time “reporting” on ministry. (meet less often, less committees, new structure, etc...) Design a plan on how to accomplish your goal of a more simplified structure and come back next time ready to share.



**ASK** What questions do you have about this assignment?

## Wrap-Up & Closing

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PowerPoint

### Wrap-up & Closing – 15 minutes

Display slide (Best Practices)



**SAY** On **page 58** are some Best Practices and Additional Resources for you related to the topics we covered today.

**DO** Please be prepared to share some best practices and resources from your own ministry career with the group.

PowerPoint

Display slide (Wrap-up)

**SAY** This has been a great session today and I appreciate everyone's participation.

It sounds like everyone has found something they can take back and apply in their churches.



**SAY** On **page 59** of your workbook is a short one-page evaluation. Please take a couple of minutes now to fill it out. Your honest feedback will help us to continue to improve these sessions. You may leave them at the back of the room when you leave.



**DO** Confirm the next session date and time with the group—There is space for them to list session information on **page 4**. Please have them fill this out now.

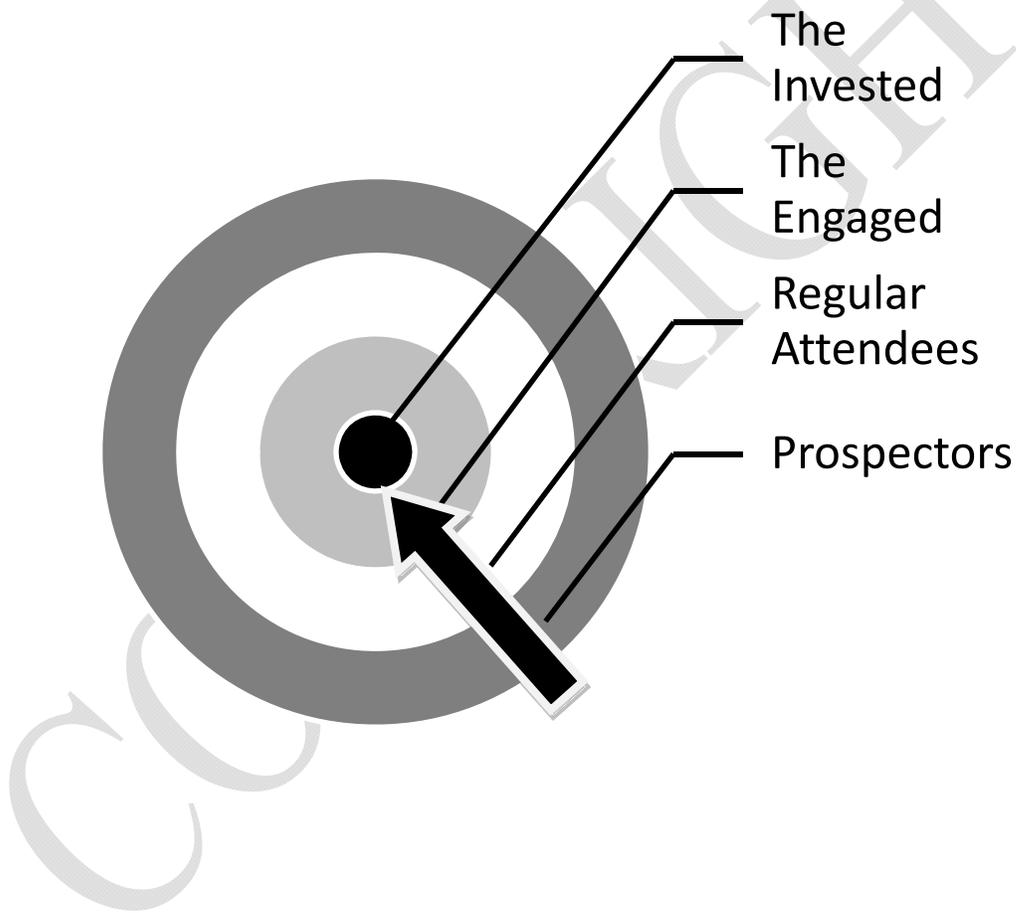
Close the session with a short prayer and dismiss the group.

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# Small Church Initiative



## Session Four Empowering Laity

## About This Session

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**Overview** This session is designed to emphasize the need and importance of empowering the laity in our churches in order to achieve our mission and vision. Too many pastors and church leaders are trying to do too much themselves instead of equipping others.

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**Core Purpose** The core purpose of this session is to have the participants understand the importance of empowering the laity in their churches and their role in accomplishing that.

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**Objectives** In this session the participants will learn:

- The importance of intentional faith development
- Awareness of the stages of spiritual development
- Principles of relationship evangelism skills

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**Room Set-up** Round tables or smaller table grouping is suggested where possible.

- This will help build relationships by putting people in smaller groups and will allow the facilitator to move around the room between groups.

Ideal class size is 10 to 20 people.

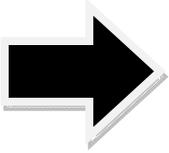
- If fewer than 10 participants, suggest using a U-shaped setup for the room.
  - Based on geography, district size, and the number of participants from each church...the class size may go up to 30-40 people.

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## Preparation Checklist

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- Workbooks (1 per participant)
- Flipchart with easel and markers – tape or other tools to post around the room
- PowerPoint presentation
  - Projector
  - Laptop with presentation loaded on desktop
  - Screen or white wall space
- Pens or other writing instruments
- Name tents or name tags
- Bible
- Books – we use all of these this month:
  - Ultimately Responsible, by Sue Nilson Kibbey
  - Evangelism in the Small Membership Church, by Royal Speidel
  - Five Practices of Fruitful Congregations, by Robert Schnase



### Optional Materials:

- Bottled water
  - Music to play in the background before the session and during breaks
  - Candy for each table
-

## Session Outline

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Time*	Name	Length
9:00 – 9:25	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Prayer</li> <li>• Core Purpose, Objectives &amp; Ground Rules</li> <li>• Spiritual Formation</li> </ul>	25 minutes
9:25 – 10:15	<b>Action Plan / Homework Review</b>	50 minutes
10:15 – 10:30	<b>BREAK</b>	15 minutes
10:30 – 12:00	<b>Leadership Teaching</b> <ul style="list-style-type: none"> <li>• Activity – Define Faith Development</li> <li>• Faith Development Examples</li> <li>• Activity – Spiritual Development Stages</li> <li>• Reaching Those at Each Level</li> <li>• Relationship Evangelism</li> <li>• Activity – My Fishing Pond</li> </ul>	1 hour 30 minutes
12:00 – 12:45	<b>Key Learnings &amp; Action Plans</b>	45 minutes
12:45 – 1:00	<b>Wrap-Up &amp; Closing</b>	15 minutes
<b>TOTAL</b>		<b>4 hours</b>

\* Start time is just an example – adjust as needed

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## Opening

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25 minutes

- **Welcome & Prayer (2 minutes)**
  - **Core Purpose and Objectives (3 minutes)**
  - **Spiritual Formation (20 minutes)**
- 

**PowerPoint**

### Welcome & Prayer – 2 minutes

Display slide (Welcome)

**DO** Welcome everyone as they enter. It is best for today's session that everyone sits together as a church. Be sure to start on time.

Ask for someone in the group to open the session with a prayer.

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**SAY** Please open your workbooks to **page 63**.

**PowerPoint**

Display slide (Core Purpose and Objectives)

**READ** Our core purpose today is to understand the importance of empowering the laity in our churches and our role in accomplishing this.

**ASK** Would someone please read the Ephesians verse that is printed in your workbook?



**ASK** What does that verse mean to you as pastors and leaders in your church?

**SAY** Too often pastors and leaders in our churches become the only ones "doing" any of the ministry work. Then we tell ourselves something like, "No one else will do it" or "this is just part of the job" or even "It is easier for me to do it myself than to give this to someone else." Sound familiar?

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*Continued on next page*

## Opening, Continued

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### Core Purpose and Objectives, continued

**SAY** To achieve this core purpose, you will learn:

**PowerPoint**

- The importance of intentional faith development
- Awareness of the stages of spiritual development
- Principles of relationship evangelism skills

Individually, these may not appear to have a direct connection to “empowering laity”...however, when we put them together you should see a clear correlation. I would challenge you and your team to really listen for how the Spirit of God is speaking to you concerning our topics today.



**ASK** How do these objectives sound to you? What questions do you have for me concerning our core purpose or objectives?

**SAY** Great, then let's move now to our Spiritual Development time.

## Spiritual Formation

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### PowerPoint

#### Spiritual Formation – 20 minutes

Display slide (Spiritual Formation)

**DO** Assign the bible verses to people before you start this section.

**SAY** We are going to spend a few extra minutes today in our spiritual formation time in order to look at what the bible says about serving. When we talk today about equipping our laity, it is really about getting them into the game—serving in some capacity.



**ASK** Why do you feel people who come to church don't serve? (Get a few responses from the group—time, no experience, not sure of needs, bad experiences in the past, burned out, etc...)

**ASK** Those are good answers. Now let me ask you this, what are some of the benefits of serving?

**SAY** Now let's see what the bible has to say... (Have someone read a verse then add the part in brackets [...].)

Ephesians 2:10 *"For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do."* [We have been **Created** for ministry]

1 Peter 2:9-10 *"...But you are a chosen people, a royal priesthood, a holy nation, a people belonging to God, that you may declare the praises of Him who called you out of darkness into His wonderful light. Once you were not a people, but now you are the people of God; once you had not received mercy, but now you have received mercy."* [We have been **Called** into ministry]

Matthew 20:26-28 *"...Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave—just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."* [We are **Commanded** to ministry]

1 Corinthians 12:27 *"Now you are the body of Christ, and each one of you is a part of it."* [The Body of Christ **Needs** my ministry]

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*Continued on next page*

## Spiritual Formation, Continued

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Romans 14:12 *"So then, each of us will give an account of himself to God."*  
[We are all **Accountable** for our ministry]



**SAY** So all of us...pastors, leaders, long-term Christians, brand new Christians, and everyone else...we are all **Created, Called** and **Commanded** to ministry. The Body of Christ (the church) **Needs** our ministry. When one person is not serving where they have been gifted, it hurts all of us. And one day we will all be **Accountable** for our ministry.

**ASK** How have you been helping those in your congregation understand these concepts?

**SAY** Okay, now we are going to look at our action plans and homework from the last session.

## Action Plan / Homework Review

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PowerPoint

### Action Plan / Homework Review – 50 minutes

Display slide (Action Plan)



**SAY** As you recall, the homework assignment from last session was to examine your current church structure and to determine how it might be simplified in order to allow you and your congregation to spend more time “doing” ministry and less time “reporting” on ministry. Please turn to **page 65**.

We also each completed an action plan for our churches based on our session last time.

**NOTES** Based on the overall size of the group...here are a few options for how to best use this time:

- Have a spokesperson from each church share the results from their homework and action plans. (This is the best option because everyone will get to hear and learn from each other.)
- Divide the group up into smaller groups, of at least two different churches, to share with each other.
- Put all of the pastors into one group and all of the lay leaders into another group and have them share with each other.

However the group is divided...you should save a few minutes to allow the total group to share and learn together.

**SAY** Our first video this week is Rick Matson who is a lay speaker whose church sits at the end of two gravel roads.



**DO** Show video

**SAY** Now let's take a short break to stretch our legs and move around a little before we start our leadership teaching time.

---

## Leadership Teaching



1 Hour  
30 minutes

- Activity – Define Faith Development (10 minutes)
- Faith Development Examples (15 minutes)
- Activity – Spiritual Development Stages (10 minutes)
- Reaching Those at Each Level (20 minutes)
- Relationship Evangelism (15 minutes)
- Activity – My Fishing Pond (20 minutes)

### Activity – Define Faith Development – 10 minutes

**DO** Divide the group into four teams. (This might be a good time to mix things up a little before bringing them back together by church.)

PowerPoint

Display slide (Faith Development)

**SAY** We are going to start our leadership teaching time today with a quick activity. I'm sure when we hear or say the phrase "intentional faith development" we all have an understanding of what that means to us. Just for fun we are going to narrow our focus and define it for a very specific audience. Please turn to **page 67**.



Team #1 – your job is to come up with how you would define intentional faith development to a theologian. Feel free to use someone famous as your audience.

Team #2 – I'd like for you to come up with how you would define I.F.D. to a new member of your church. (They have been a member of other churches.)

Team #3 – You will be coming up with a definition you would share with a new Christian. They have no past frame of reference to build upon.

Team #4 – You have been asked to conduct the Children's Minute during service next week and you want to explain I.F.D. to them.



**ASK** What questions do you have for me concerning your assignments? Okay, you have five minutes.

**NOTE** After five minutes, go around the groups and hear what they came up with. Encourage group involvement and participation. This can be a deep topic, so try to have some fun.

*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

### Faith Development Examples – 15 minutes

Display slide (Faith Development Examples)

**SAY** Those are some great definitions of intentional faith development. I hope everyone took notes, we may want to use those later.



**ASK** Why do you think we took the time to define I.F.D. first? (Try to get someone to say something like: We need to all be on the same page; or if we have different definitions, we could end up in different directions.)

**SAY** I'm sure that all of us would agree that every believer has room to grow in their faith. No matter when a person came to Christ, their age, or their involvement in the church...everyone has steps left to take in growing like Christ. One challenge for us is every believer is different and all of our next steps are not the same. This is especially challenging in small churches, where our resources may limit our opportunities for faith development.

For the sake of our discussion today...let's think about a person's faith development in terms of steps along a pathway, each one growing them on their journey toward Christ.



**DO** Use a flipchart or board to draw this pathway. \_\_\_\_\_ >

**SAY** We are going to focus today on adults, just for the sake of time. Growing our children is of course important too.

Let's start out by looking at three main areas our congregations may fall into: 1) New believers/seekers; 2) Members & Attenders; and 3) Mature believers (has nothing to do with age).



**ASK** What are some examples of I.F.D. your church might offer for new believers or seekers? (write the example on the pathway toward the beginning)

**SAY** Those are great examples. As we go through this section I am going to share with you some things University UMC in San Antonio is doing on their "Pathway to Discipleship". Not that we can offer all that they do, but as a point of reference for each of the steps on the path.

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*Continued on next page*

## Leadership Teaching, Continued

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### Faith Development Examples, continued



**SAY** Three of the options they offer at this stage are: Jesus 101; Alpha; and a class called Jesus for Seekers and Skeptics.

**ASK** What are some examples of I.F.D. your church might offer for members and attenders? (write these in the middle of the pathway)

**SAY** Three of the options for this level at University UMC are 1) New Testament Survey: The Message of Jesus; 2) Disciple I; and 3) The Forum: An Invitation to the Bible.



**ASK** How about those who are further down their path? What might your church offer to more mature believers? (write these closer to the end)

**SAY** University UMC offers a 1-on-1 bible study with a pastor called Coach's Directed Study. They also offer a Pastor's Academy for those who feel a calling into ministry. Another option at this level is a Walk to Emmaus event which includes people from the community and other churches.

While none of our churches can be all things to all people, or offer faith development options for every step along a person's path...it is important we reach people at these three stages.

**NOTE** Based on time—you may want to ask for more examples that could fall somewhere in-between the three we already covered.

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Activity – Spiritual Development Stages – 10 minutes

Display slide (Spiritual Development Stages)



**SAY** In her book, Ultimately Responsible, Sue Nilson Kibbey identified four levels of a contagious ministry movement: prospectors, regular attendees, the engaged, and the invested. Let's look now at **page 68** in your workbook.

As a church team, take the next couple of minutes to come up with what percentage you feel each of these groups make up in your church. For today, we are going to define "prospectors" as those who only occasionally attend your church.



**NOTES** Write the name of each church at the top of a flipchart and then list each of the four levels down the left side to make a grid. Record each church's answers on the chart. Discuss any observations or challenges as they come up. (Leave space in each box for the next section.)

The main point here is for each church to clearly see where they are now and where they need to focus their efforts/resources.

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### PowerPoint

#### Reaching Those at Each Level – 20 minutes

Display slide (Reaching Each Level)



**SAY** Now that we know how many we have at each level in our churches, let's look at how we can reach each of them. All four levels are listed in your workbook on **pages 69 and 70**. As a church I would like for you to take about 10 minutes now to come up with at least one response to the question listed at the end of each level. ("What could we add or reinvent in order to better reach people at this level.")

We are on chapter three of the book which goes from page 37 to page 59 if you need to spark some ideas.



**ASK** What questions do you have for me?

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*Continued on next page*

## Leadership Teaching, Continued

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### Reaching Those at Each Level, continued



**NOTE** Be sure to walk around each table to check on their progress and answer any questions. After the 10 minutes, have each church share what they came up with for each level. Write the responses on the flipchart where you already put the percentages. Look for similarities or new ideas. Feel free to use some from the book if needed. Share your own only as a last resort.

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PowerPoint

### Relationship Evangelism – 15 minutes

Display slide (Relationship Evangelism)



**ASK** What images come to mind in most of your congregations when they hear the word “evangelism”?

**SAY** It is really too bad that such a great word has been turned so negative in our culture. Most experts say that a typical church has about 10% of people who either have the spiritual gift of evangelism, or are at least passionate about evangelism for some reason. This is why when we keep trying new programs to teach people how to witness or invite we get the same results. The same few people are the only ones we reach. Today we are going to talk briefly about another way to empower our congregations to invite others to church and eventually to a relationship with Christ. Please turn to **page 71**.



PowerPoint

Display slide (Evangelism definitions)

**SAY** Here are two different definitions for the word: evangelism. The first one is from the Merriam-Webster online dictionary. This one sounds a lot like hunting. The second one is from the book, Unbinding the Gospel, and this one sounds more like fishing. We are going to teach our people to fish.

Some people in our churches may be thinking, or even asking us directly, “Why do I need to worry about evangelism? Isn’t that the pastor’s job?” I know we all know these already, but here are three main reasons for all of our members to focus on evangelism:

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Relationship Evangelism, continued

Display slide (Why Evangelism?)

**SAY** First, Jesus told us to do it. (Read Matthew 28:19-20) We in the sometimes forget the word “go” at the beginning or we think He said “stay”. ☺ I know one pastor who told their congregation, “This is not called The Great Suggestion!”

If that is not enough, the UMC Mission Statement calls us to “make disciples”. I would hope that each of your church’s mission statements are the same or similar to this.

And finally, when each person takes the vows of membership at one of our churches they are promising to support your church by being a witness to others. (Some of our churches even go so far as to change this word to “invite”.) This might be a good reason for us to do some type of annual recommitment of our membership vows.

Okay, so who are we trying to reach? I’m sure no one here is interested in taking people away from another church. We are not in the business of moving sheep. There are more than enough lost sheep out there (60-80% by most counts) for all of our churches to be filled to capacity. So we are going to say our target is the “un-churched”. Here is a good definition that comes from Gallup on **page 72**:



### PowerPoint

Display slide (Un-Churched)

**SAY** “Those who aren’t members of a church or haven’t attended service in the previous six months other than special religious holidays, wedding, funerals, etc...” How many of our members would fit that definition?

So what are the differences between hunting and fishing? Let’s take a look:

### PowerPoint

Display slide (Hunting vs. Fishing)

**DO** Briefly cover each of the bullet points.

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*Continued on next page*

## Leadership Teaching, Continued

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### Relationship Evangelism, continued

**SAY** Too many people feel that evangelism, witnessing, or inviting starts with people we do not already know...who have never heard of Jesus. That is so hard for most people to do that they quit before they even start.

**PowerPoint**

Display slide (Where Do I Start First?)

**SAY** Let's look at what Jesus told the man he cured of demon possession.

**READ** *"As Jesus was getting into the boat, the demon-delivered man begged to go along, but he wouldn't let him. Jesus said, 'Go home to your own people. Tell them your story—what the Master did, how he had mercy on you.' The man went back and began to preach in the Ten Towns area about what Jesus had done for him. He was the talk of the town."* – Mark 5:19, The Message

**SAY** So where should we start first? **With those we already know.**



Now let's do one last activity for today. Please turn to **page 73**.

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### Activity – My Fishing Pond – 20 minutes

**SAY** Okay, so we know we need to reach people...and we know fishing is better than hunting. So the next step is for us to identify who is in our fishing pond.

**PowerPoint**

Display slide (Fishing Pond)

**SAY** There are five main types of people in our fishing pond. I would like for each of you to play along as we do this activity together and write down at least one name for each area.

The first group we should start with are those in our immediate family. Who do you know in your immediate family who would fall under our definition of un-churched?

The next group is relatives. Then close friends. Next are neighbors or business associates. And finally, acquaintances.

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*Continued on next page*

## Leadership Teaching, Continued

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### Activity – My Fishing Pond, continued

**SAY** As you can see, we are starting with those we already have the closest relationships with and moving outward to those we know the least. This should make it much easier to just invite someone to a church event, activity, or maybe even a worship service.

PowerPoint

Display slide (Receptivity)



**SAY** On **page 74** is a receptivity scale. We certainly want our congregations to understand that everyone is at a different stage of receiving the Good News. (Give the group a minute to look over the scale. You may want to read the Parable of the Sower, Matthew 13, if you have time.)

What should we tell people to do when they encounter someone at the negative six on the scale? (PRAY!) The best thing we can do is pray for the Holy Spirit to make them aware of an unmet need or spiritual void (-5).

List three or four of the people from your fishing pond on the scale at the bottom of the page and indicate where you feel they are today.



**ASK** What do you think about this type of relationship evangelism? Do you think something like this would be helpful for your congregation?

**SAY** This is not meant as the only way or even the best way...just another option to consider as we look to find ways for our churches to reach new people.



**ASK** What questions do you have about today's teaching?

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## Key Learnings & Action Plans

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45 minutes

- **Key Learnings (20 minutes)**
  - **Action Plans (25 minutes)**
- 

**PowerPoint**

### Key Learnings – 20 minutes

Display slide (Key Learnings)



**SAY** Take a couple of minutes now to look over all that we covered today and pick out your personal top 2 or 3 key learnings. Write them down on **page 75**.

**DO** After a few minutes or when you notice that most everyone is done go around the room and get at least one key learning from each person. (Be sure to include yourself.) Capture the key learnings on a flipchart at the front of the room.

**NOTE** This is a great way for everyone to learn from each other. Encourage the group to write down any that they may have missed.

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**PowerPoint**

### Action Plans – 25 minutes

Display slide (Action Plans)



**SAY** Based on your personal key learnings or some that you just heard, write down on **page 75** one action you feel your church needs to take between now and our next session together.

**DO** Give them about 5 minutes to complete. Have the groups move back so they are together by church if they have not done so.

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*Continued on next page*

## Key Learnings & Action Plans, Continued

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### Action Plans, continued



**SAY** As a total church I would like for you to complete the Action Plan on this page. You will have about 15 minutes to discuss and compare notes. Please ensure you have at least one person in your group capturing the information and completing the form. This will be our starting point next session as we follow-up on your plans.

**ASK** What questions do you have for me concerning the Action Plan assignment?

**DO** Rotate around the room and verify that each church is completing the assignment correctly.

### PowerPoint

### Homework

Display slide (Homework)



**SAY** Your homework between sessions this time is to locate and read at least one article on evangelism. You may find one in a magazine, at the library, or online. There is a very good one in the May/June edition of Outreach magazine called: "A 9-point checklist for sharing the Good News naturally." If you find something you really like be sure to share it with the rest of your team.

**ASK** What questions do you have about this assignment?

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## Wrap-Up & Closing

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PowerPoint

### Wrap-up & Closing – 15 minutes

Display slide (Best Practices)



**SAY** On **page 76** are some Best Practices and Additional Resources for you related to the topics we covered today.

**NOTE** Please be prepared to share some best practices and resources from your own ministry career with the group.

PowerPoint

Display slide (Wrap-up)

**SAY** This has been a great session today and I appreciate everyone's participation.

It sounds like everyone has found something they can take back and apply in their churches.



On **page 77** of your workbook is a short one-page evaluation. Please take a couple of minutes now to fill it out. Your honest feedback will help us to continue to improve these sessions. You may leave them at the back of the room when you leave.



**DO** Confirm the next session date and time with the group—There is space for them to list session information on **page 4**. Please have them fill this out now.

Close the session with a short prayer and dismiss the group.

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# Small Church Initiative



## Session Five Casting Vision for Missional Clarity

## About This Session

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**Overview** This session is designed to teach pastors and lay leaders the fundamental areas of strategic planning in churches with a strong emphasis on vision. Too many churches are plateaued or in decline due to a lack of mission, vision, and plans to achieve them.

---

**Core Purpose** The core purpose of this session is for the participants to clearly understand the importance of visioning with their churches and teams.

---

**Objectives** In this session the participants will learn to:

- Differentiate between values, mission, vision, purpose, and objectives
- Define what vision is and how it fits into growing our churches
- Understand the Five Practices of a Healthy Church

---

**Room Set-up** Round tables or smaller table grouping is suggested where possible.

- This will help build relationships by putting people in smaller groups and will allow the facilitator to move around the room between groups.

Ideal class size is 10 to 20 people.

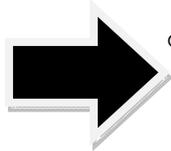
- If fewer than 10 participants, suggest using a U-shaped setup for the room.
  - Based on geography, district size, and the number of participants from each church...the class size may go up to 30-40 people.

---

## Preparation Checklist

---

- Workbooks (1 per participant)
- Flipchart with easel and markers – tape or other tools to post around the room
- PowerPoint presentation
  - Projector
  - Laptop with presentation loaded on desktop
  - Screen or white wall space
- Pens or other writing instruments
- Name tents or name tags
- Bible
- Books
  - Ultimately Responsible, by Sue Nilson Kibbey
  - Evangelism in the Small Membership Church, by Royal Speidel
  - Five Practices of Fruitful Congregations, by Robert Schnase
  - Advanced Strategic Planning, by Aubrey Malphurs – it would be helpful to have this book read and available for this session (or another book which covers mission, vision, goals, etc...) as a reference guide.



### Optional Materials:

- Bottled water
  - Music to play in the background before the session and during breaks
  - Candy for each table
-

## Session Outline

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Time*	Name	Length
9:00 – 9:15	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Prayer</li> <li>• Core Purpose, Objectives &amp; Ground Rules</li> <li>• Spiritual Formation</li> </ul>	15 minutes
9:15 – 10:15	<b>Homework Review</b>	1 hour
10:15 – 10:30	<b>BREAK</b>	15 minutes
10:30 – 12:15	<b>Leadership Teaching</b> <ul style="list-style-type: none"> <li>• Key Term Definitions</li> <li>• Importance of Vision</li> <li>• Developing a Vision</li> <li>• Five Practices of Fruitful Congregations</li> </ul>	1 hour 45 minutes
12:15 – 12:45	<b>Key Learnings &amp; Homework</b>	30 minutes
12:45 – 1:00	<b>Wrap-Up &amp; Closing</b>	15 minutes
<b>TOTAL</b>		<b>4 hours</b>

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## Opening

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15 minutes

- **Welcome & Prayer (2 minutes)**
  - **Core Purpose and Objectives (3 minutes)**
  - **Spiritual Formation (10 minutes)**
- 

**PowerPoint**

### Welcome & Prayer – 2 minutes

Display slide (Welcome)

**DO** Welcome everyone as they enter. It is best for today's session that everyone sits together as a church. Be sure to start on time.

Ask for someone in the group to open the session with a prayer.

---



**SAY** Please open your workbooks to **page 81**.

**PowerPoint**

Display slide (Core Purpose and Objectives)

**READ** Our core purpose today is to understand the importance of visioning with our churches and our teams.

**DO** Have different people read the different versions of Proverbs 29:18 in their workbooks.



**ASK** Why do we have different versions of the bible? (We are looking for something to the effect of, "To reach different people")

**SAY** This is one of the most used verses concerning vision from the bible. We are going to focus most of our time today on vision but I wanted to point out first how it is possible for us to have different interpretations of the same thing...and that is okay. All of these translations are correct. And like this, all of our churches will have a different vision...and they can all be right!

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*Continued on next page*

## Opening, Continued

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### Core Purpose and Objectives, continued

**SAY** To achieve this core purpose, you will learn to:

**PowerPoint**

- Differentiate between values, mission, vision, purpose, and objectives
- Define what vision is and how it fits into growing our churches
- Understand the Five Practices of a Healthy Church

Our goal is for today's session will be the catalyst for you and your church to create or recreate a clear and compelling vision for your church.



**ASK** How do these objectives sound to you? What questions do you have for me concerning our core purpose or objectives?

**SAY** Great, then let's move now to our Spiritual Development time.

## Spiritual Formation

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### PowerPoint

#### Spiritual Formation – 10 minutes

Display slide (Spiritual Formation)

**SAY** The word vision appears many times throughout the Bible. Today we are going to look at a passage that is all about the preparation step of vision, but does not use the word “vision”. So we will need to “hear” it with our hearts and minds as we listen with our ears.

**DO** Ask for a volunteer to read *Nehemiah 1:3-11*.

**SAY** Most of us are familiar with the story of Nehemiah and his vision from God to rebuild the walls of Jerusalem.



**ASK** According to this passage, what was the first step Nehemiah took on the road to accomplishing the vision given to him from God? (mourned, fasted, and PRAYED)

**SAY** Word got back to him about the desperate plight of his people and their city. Nehemiah’s response was to fall to his knees in prayer. And it was during this time that God placed his vision on Nehemiah’s heart. God wanted him to return to Jerusalem and lead his people in rebuilding the city.



**ASK** How does Nehemiah’s example of leadership and vision translate for us today? What can we apply from the story of Nehemiah in our churches?

**DO** Allow a few minutes of open discussion. Be sure to focus on how the vision pulled people together toward a better future.

**SAY** This was another great discussion. Let’s keep this spiritual formation in mind as we continue today.

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## Action Plan / Homework Review

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PowerPoint

### Action Plan / Homework Review – 1 hour

Display slide (Action Plan)



**SAY** As you recall, the homework assignment from last session was to locate and read at least one article on evangelism. I think it would be great for us to share some resources and key information that we learned. I hope some people even brought a copy of the article with them. Please turn to **page 83**.

We also each completed an action plan for our churches based on our session last time.

**NOTES** Based on the overall size of the group...here are a few options for how to best use this time:

- Have a spokesperson from each church share the results from their homework and action plans. (This is the best option because everyone will get to hear and learn from each other.)
- Divide the group up into smaller groups, of at least two different churches, to share with each other.
- Put all of the pastors into one group and all of the lay leaders into another group and have them share with each other.

However the group is divided...you should save a few minutes to allow the total group to share and learn together.

**SAY** Our video this week is Karla Cunningham who is pastor at Asbury in Foley and grew it from 47 to 61 in attendance in one year.



**DO** Show video

**SAY** Now let's take a short break to stretch our legs and move around a little before we start our leadership teaching time.

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## Leadership Teaching

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1 Hour  
45 minutes

- **Key Term Definitions (20 minutes)**
  - **Importance of Vision (40 minutes)**
  - **Developing a Vision (15 minutes)**
  - **Five Practices of Fruitful Congregations (30 minutes)**
- 

PowerPoint

### Key Tem Definitions – 20 minutes

Display slide (Key terms #1)



**SAY** Please turn now to **page 85**. Most of our focus today is going to be in the area of vision. It has been our experience that many people are unsure of what some key terms mean in the area of strategic planning. I thought it would be good for us to take a couple of minutes now to go over the definition of a few of these key terms.

**DO** Go through the five key terms. (There is a slide for each.) Maybe have someone different reach each of them out loud to the group. Answer questions or clarify as needed.

PowerPoint

**SAY** We talked about some of these way back in session one. However, it is important for us to all be on the same page as we dig into vision today.

The two terms that seem to cause the most confusion are mission and vision. Let's look now at the distinctions between these two terms.

PowerPoint

Display slide (Mission & Vision Distinctions)

**DO** Briefly cover the distinctions. Don't feel that you need to go over each of them, just hit the highpoints.



**ASK** What questions do you have concerning these terms or their definitions?



**SAY** Okay, now let's look at the importance of vision in our churches on **page 86**.

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*Continued on next page*

## Leadership Teaching, Continued

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**PowerPoint****Importance of Vision – 40 minutes**

Display slide (Importance of Vision)

**DO** Briefly cover each of the points. Ask the group for examples from their own experiences.

- **Provides Energy** – Not much happens without an inspiring, compelling vision. Remember the story of Nehemiah? Not much was happening because the people had no vision. Visions are exciting and they energize people. They supply the fuel so that leaders can stop putting out fires and start setting a few.
- **Creates Cause** – The right vision creates meaning in people's lives, providing them with a cause and giving them a sense of divine purpose. They are part of something bigger than themselves, something that God is accomplishing at this time in this church.
- **Fosters Risk Taking** – A shared vision fosters a congregation's willingness to take risks. Ministry for Christ becomes an exciting adventure into the world of the unknown. The risks are great, but so is the God we serve and the vision he has given us.
- **Legitimizes Leadership** – Bill Hybels writes: "Vision is at the very core of leadership. Take vision away from a leader and you cut out his or her heart." Like navigators who may carry around a picture of their port of call in their wallet, so leaders carry in their heart a picture of the church that could be.
- **Energizes Leadership** – When people see the vision, they can feel it. "Vision is the fuel that leaders run on. It's the energy that creates action. It's the fire that ignites the passion of followers." – Bill Hybels When a congregation has a leader who owns and inflames a vision and lives that vision in a Christlike passionate manner, they will follow that leader to the ends of the earth.
- **Sustains Ministry** – Ministry can be very difficult, even painful. Discouragement and disappointment often lurk in the ministry hallways and boardrooms of the typical church. What has sustained Christians from the beginning of the church in the book of Acts up to today? One answer is a biblical, compelling vision.

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*Continued on next page*

## Leadership Teaching, Continued

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### Importance of Vision, continued

**Motivates Giving** – This last reason always gets people's attention—especially pastors. It takes money to do ministry, and it is the leader's responsibility to raise that money. Few contributors donate to pay the light bill or salaries. They donate to what they see the church accomplishing for Christ. And generally, the grander the vision, the greater the giving.

\* From the book Advanced Strategic Planning by Aubrey Malphurs

**SAY** Basically, a church without vision is like an octopus on roller skates....Lots of action, but not really going anywhere! 😊

Here is a short story about vision:

**READ** About 350 years ago a shipload of travelers landed on the northeast coast of America. The first year they established a town site. The next year they elected a town government. The third year the town government planned to build a road five miles westward into the wilderness.

In the fourth year the people tried to impeach their town government because they thought it was a waste of public funds to build a road five miles westward into a wilderness. Who needed to go there anyway?

Here were people who had the vision to see three thousand miles across an ocean and overcome great hardships to get there. But in just a few years they were not able to see even five miles out of town. They had lost their pioneering vision. With a clear vision of what we can become in Christ, no ocean of difficulty is too great. Without it, we rarely move beyond our current boundaries.



**ASK** How many people have read the book, *Courageous Leadership* by Bill Hybels?

**SAY** If not, you may want to add it to your reading list. Let's look at what he says in that book about vision.

PowerPoint

Display slide (*Courageous Leadership*)

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*Continued on next page*

## Leadership Teaching, Continued

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### Importance of Vision, continued

**SAY** Hybels calls vision “a leader’s most potent weapon”. He says that vision produces five key things:

- Vision provides **focus**
- Vision increases **energy**
- Vision moves people **into action**
- Vision increases **ownership**
- Vision smoothes **succession**



**ASK** What does vision have to do with succession? Why would a strong vision smooth succession in a church? (It puts the focus on the vision and not the pastor. If the pastor changes, the vision can keep going.)

**SAY** Hybels also shared some tests of a Godly vision.

#### PowerPoint

Display slide (Tests of a Godly Vision)

**DO** Briefly cover each and explain as needed.

- **Timely and relevant**
- Promotes **faith** rather than **fear**
- Motivates people to **action**
- Requires **risk-taking**
- Glorifies **God**, not **people**
- Is **outwardly-focused** and **community-impacting**

**SAY** Here is a good story to illustrate these points:

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*Continued on next page*

## Leadership Teaching, Continued

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### Importance of Vision, continued

**READ** In the book, More than You and Me, Kevin and Karen Miller write of the power of a God-given vision:

One couple lived in London over 130 years ago. For the first 10 years of their marriage, William Booth, especially, was in a quandary: What was God calling him to do?

Then his wife, Catherine, a skillful Bible teacher, was invited to preach in London. While they were there, William took a late-night walk through the slums of London's East End. Every fifth building was a pub. Most had steps at the counter so little children could climb up and order gin. That night he told Catherine, "I seemed to hear a voice sounding in my ears, "Where can you go and find such heathen as these, and where is there so great a need for your labors?" Darling, I have found my destiny!"

Later that year, 1865, the couple opened the "Christian Mission" in London's slums. Their life vision: to reach the "down-and-outers" that other Christians ignored. That simple vision of two people grew into the Salvation Army, which now ministers through three million members in ninety-one countries.



**SAY** So many great leaders and authors have written on the topic of vision, let's look at what John Maxwell has to say on the topic and connect it to some scriptures. Turn now to **page 87**.

**DO** Read the scripture verses first, or have someone else read them, then share the fill-in-the-blank answer.

**PowerPoint**

Display slide (John Maxwell)

**Awareness:** Vision is the ability to see Hebrews 11:24-27

**Attitude:** Vision is the faith to believe Apostle Paul, Romans 4:18-21

**Action:** Vision is the courage to do 1 Samuel 4:6-7

**SAY** Also on this page are a couple of tools for you to use when you work on a vision for your church: **Characteristics of an Effectively-Worded Vision Statement** and **Common Shortcomings in Vision Statements**.

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

#### Developing a Vision – 15 minutes

Display slide (Developing a Vision)



**SAY** Now let's look at what we need to do as leaders in order to develop a vision in our churches. Turn to **page 88**.

1. **Seek the Vision** – We should begin any important task with prayer. While we may have done some learning today about vision, the real work begins when we go back and pray, get into the Word and meditate on where God is leading you and your church.
2. **Shop the Vision** – We need to get in touch with the other leaders around us, talk to our coach or mentor, speak with people who will be impacted by this vision.
3. **Shape the Vision** – Ensure the vision being created supports your mission and values.
4. **Share the Vision** – Look at the eight steps for leading change by John Kotter on the bottom of this page. "Vision casting" is not the first step! This is a very common error leaders make. Once we do get to this point we need to ensure we are casting the vision every chance we get. Remember, "vision leaks", it is up to us to keep it alive.



**SAY** On **page 89** are 20 Building Blocks for vision that Andy Stanley shared in his book, Visioneering.

**NOTE** Based on time...(1) give them a minute to read over the list, (2) go around the room and have each person read one, (3) let them read it later—ask for questions if appropriate.

Finish this section by reading the quote from Aubrey Malphurs at the bottom of page 89.

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*Continued on next page*

## Leadership Teaching, Continued

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PowerPoint

### Five Practices of Fruitful Congregations – 30 minutes

Display slide (5 Practices)



**SAY** Please turn now to **page 90** in your workbooks. We are going to review the Five Practices of Fruitful Congregations from Bishop Schnase's book.

**NOTE** There is a slide for each of the five practices. Spend a couple of minutes on each. The slide notes page has more information if you need it including a scripture verse for each practice. You may want to encourage those who have not read the book to do so soon.



**SAY** There are three "Must-Haves" on a Sunday morning for a church to grow...

**ASK** What do you think they are?

1. Great worship / music
2. Great children's stuff
3. Radical hospitality

**SAY** Now let's try to pull everything we covered today together. In the book Breakout Churches, Thom Rainer uses a great visual he calls the "Vision Intersection Profile."

PowerPoint

Display slide (Vision Intersection Profile)

**SAY** Rainer states that vision is the intersection of where community needs, church leadership passion, and the passion and gifts of the congregation meet. (Be sure to point out the gifts of the congregation are not limited to financial areas.)

**DO** Spend the rest of your time in this section discussing this visual and asking and answering questions.

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## Key Learnings & Action Plans

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30 minutes

- **Key Learnings (15 minutes)**
- **Homework (15 minutes)**

**PowerPoint**

### Key Learnings – 15 minutes

Display slide (Key Learnings)



**SAY** Take a couple of minutes now to look over all that we covered today and pick out your personal top 2 or 3 key learnings. Write them down on **page 91**.

**DO** After a few minutes or when you notice that most everyone is done go around the room and get at least one key learning from each person. (Be sure to include yourself.) Capture the key learnings on a flipchart at the front of the room.

**NOTE** This is a great way for everyone to learn from each other. Encourage the group to write down any that they may have missed.

*(No Action Plan this session)*

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*Continued on next page*

## Key Learnings & Action Plans, Continued

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**PowerPoint****Homework – 15 minutes**

Display slide (Homework)

**SAY** You have three homework assignments this time:

1) **Prayerwalk** – you and anyone else who can join you from your church need to find a time where you can prayerwalk out into the community. Start at your church and travel as far out as you want. Pray over the houses, schools, businesses, etc...pray for the lost, pray for the hurting. Open your hearts to the real needs of the community. Let the Spirit guide you and speak to you.

2) **Vision Examples** – locate at least five good vision statement examples from other churches. Look for the components we covered today. Do not limit yourself to just UMC, find powerful visions from other churches.

3) **Vision Draft** – as a leadership team, once you have done the first two items, come together for some quality time and start to work on a vision statement for your church. One key pieces to include—how many lost people in your mission field is God calling you to reach in the next 3-5 years?

- Bring this vision draft with you to our next session.



**ASK** What questions do you have about this assignment?

## Wrap-Up & Closing

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PowerPoint

### Wrap-up & Closing – 15 minutes

Display slide (Best Practices)



**SAY** On **page 92** are some Best Practices and Additional Resources for you related to the topics we covered today.

**NOTE** Please be prepared to share some best practices and resources from your own ministry career with the group.

PowerPoint

Display slide (Wrap-up)

**SAY** This has been a great session today and I appreciate everyone's participation.

It sounds like everyone has found something they can take back and apply in their churches.



On **page 93** of your workbook is a short one-page evaluation. Please take a couple of minutes now to fill it out. Your honest feedback will help us to continue to improve these sessions. You may leave them at the back of the room when you leave.



**DO** Confirm the next session date and time with the group—There is space for them to list session information on **page 4**. Please have them fill this out now.

Close the session with a short prayer and dismiss the group.

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# Small Church Initiative



## Session Six Developing Vision & Setting Goals

## About This Session

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**Overview** This session is designed to build on our last session by continuing to teach pastors and lay leaders the fundamental areas of strategic planning in churches. We are adding goal setting and ministry evaluation to what we covered last time.

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**Core Purpose** The core purpose of this session is for the participants to begin to apply what we have learned about mission and vision in order to develop goals and plans for our specific churches.

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**Objectives** In this session the participants will learn to:

- Set S.M.A.R.T. goals for our churches and ministries.
- Connect our mission and vision to our goals, objectives, and activities.
- Audit our ministries for effectiveness in living out our mission and vision.

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**Room Set-up** Round tables or smaller table grouping is suggested where possible.

- This will help build relationships by putting people in smaller groups and will allow the facilitator to move around the room between groups.

Ideal class size is 10 to 20 people.

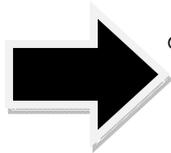
- If fewer than 10 participants, suggest using a U-shaped setup for the room.
  - Based on geography, district size, and the number of participants from each church...the class size may go up to 30-40 people.

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## Preparation Checklist

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- Workbooks (1 per participant)
- Flipchart with easel and markers – tape or other tools to post around the room
- PowerPoint presentation
  - Projector
  - Laptop with presentation loaded on desktop
  - Screen or white wall space
- Pens or other writing instruments
- Name tents or name tags
- Bible
- Books
  - Ultimately Responsible, by Sue Nilson Kibbey
  - Evangelism in the Small Membership Church, by Royal Speidel
  - Five Practices of Fruitful Congregations, by Robert Schnase
  - Advanced Strategic Planning, by Aubrey Malphurs – it would be helpful to have this book read and available for this session (or another book which covers mission, vision, goals, etc...) as a reference guide.



### Optional Materials:

- Bottled water
  - Music to play in the background before the session and during breaks
  - Candy for each table
-

## Session Outline

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Time*	Name	Length
9:00 – 9:15	<b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Prayer</li> <li>• Core Purpose, Objectives &amp; Ground Rules</li> <li>• Spiritual Formation</li> </ul>	15 minutes
9:15 – 10:15	<b>Homework Review</b>	1 hour
10:15 – 10:30	<b>BREAK</b>	15 minutes
10:30 – 12:15	<b>Leadership Teaching</b> <ul style="list-style-type: none"> <li>• SMART Goals</li> <li>• Mission &amp; Vision Connection</li> <li>• SMART Goal activity</li> <li>• Ministry Audit</li> </ul>	1 hour 45 minutes
12:15 – 12:45	<b>Next Steps</b>	30 minutes
12:45 – 1:00	<b>Wrap-Up &amp; Closing</b>	15 minutes
<b>TOTAL</b>		<b>4 hours</b>

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## Opening

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15 minutes

- **Welcome & Prayer (2 minutes)**
  - **Core Purpose and Objectives (3 minutes)**
  - **Spiritual Formation (10 minutes)**
- 

**PowerPoint**

### Welcome & Prayer – 2 minutes

Display slide (Welcome)

**DO** Welcome everyone as they enter. It is best for today's session that everyone sits together as a church. Be sure to start on time.

Ask for someone in the group to open the session with a prayer.

---



**SAY** Please open your workbooks to **page 97**.

**PowerPoint**

Display slide (Core Purpose and Objectives)

**READ** Our core purpose today is to begin to apply what we have learned about mission and vision in order to develop goals and plans for our specific churches.

**SAY** It is very important for what we covered last session and this session to end up as action in back in our churches. I would really like for you to view this as much more than just an academic learning exercise. We are talking about advancing the Kingdom in each and every one of our churches.

**READ** Strategy: "...the process that determines how your ministry will accomplish its mission." This is what these last two sessions are all about. Pulling together a total strategy which will enable you to achieve your mission for your church.

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*Continued on next page*

## Opening, Continued

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### Core Purpose and Objectives, continued

**SAY** To achieve this core purpose, you will learn to:

**PowerPoint**

- Set SMART goals for your churches and ministries.
- Connect your mission and vision to your goals, objectives, and activities.
- Audit your ministries for effectiveness in living out your mission and vision.

Our goal for today's session will be the catalyst for you and your church to create or recreate clear goals and objectives for your church in order to achieve your mission and vision.



**ASK** How do these objectives sound to you? What questions do you have for me concerning our core purpose or objectives?

**SAY** Great, then let's move now to our Spiritual Development time.

## Spiritual Formation

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### PowerPoint

#### Spiritual Formation – 10 minutes

Display slide (Spiritual Formation)



**SAY** Today we are going to look at two sections of scripture that relate to goal setting, our leadership topic later on. The first is from Proverbs 21:5 and talks about how we should plan our goals carefully and deliberately, not in haste:

**READ** *<sup>5</sup>The plans of the diligent lead to profit as surely as haste leads to poverty.*"

**SAY** The next is also from the book of Proverbs, let's look together at Proverbs 15:22 and see how getting wise counsel can assist us in setting goals:

**READ** *<sup>22</sup>Plans fail for lack of counsel, but with many advisers they succeed.*"

**SAY** These verses may be short and well known, but they are powerful reminders of how we should approach the goal setting process in our churches.

**ASK** What do these verses say to you concerning setting goals for yourself or your church?

**ASK** What other verses or best practices do you review before you begin setting goals?

**DO** Allow a few minutes for an open discussion. Try to get examples and input from the group rather than sharing your own experiences or comments. Share only as a way to get the discussion started if needed.

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## Homework Review

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**PowerPoint****Homework Review – 1 hour**

Display slide (Homework Review)

**SAY** As a reminder, you had three homework assignments from last session:

1) **Prayerwalk** – you and anyone else who can join you from your church need to find a time where you can prayerwalk out into the community. Start at your church and travel as far out as you want. Pray over the houses, schools, businesses, etc...pray for the lost, pray for the hurting. Open your hearts to the real needs of the community. Let the Spirit guide you and speak to you.

2) **Vision Examples** – locate at least five good vision statement examples from other churches. Look for the components we covered today. Do not limit yourself to just UMC, find powerful visions from other churches.

3) **Vision Draft** – as a leadership team, once you have done the first two items, come together for some quality time and start to work on a vision statement for your church. One key pieces to include—how many lost people in your mission field is God calling you to reach in the next 3-5 years?

I would like to hear from each church now. I would encourage everyone to take notes on what you hear from your sister churches. This is a great opportunity for us to learn from each other.

**DO** Divide the one-hour between the number of churches in the group. Be sure to watch the time so that everyone will have an opportunity to share.



There is space on **page 98** in the workbook for them to record what they learn from each other during this time.

## Leadership Teaching

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1 hour  
45 minutes

- S.M.A.R.T. Goals (30 minutes)
  - Mission & Vision Connection (15 minutes)
  - S.M.A.R.T. Goal Activity (30 minutes)
  - Ministry Audit (30 minutes)
- 

PowerPoint

### S.M.A.R.T. Goals – 30 minutes

Display slide (SMART Goals)

**SAY** Setting goals is something that most of us know is important, but rarely make the time to do correctly. We get so busy running the race each day, that we lose track of where we are going and why we are going there.

Having clear goals not only help us, but they help those who work with and for us. When we know exactly what our goals are it becomes easier for us to share them with others and for them to help us achieve those goals.

We are going to spend some time today learning about S.M.A.R.T. goals and how we can use them in our churches.



**ASK** Who has a goal from their church that they would like to share with us? (If someone has a current goal you may want to use that throughout this section. If not, there is an example already provided in the materials.)



**SAY** Please look now at **page 98** in your workbook.

**DO** Ask for someone to read the “Setting Goals” section—and then have someone else read the “Goals vs. Objectives” section. Be sure to clarify as needed.



**SAY** Now let's look at **page 99** in your workbooks.

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*Continued on next page*

## Leadership Teaching, Continued

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### PowerPoint

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

Display slide (Goal Setting Process)

**SAY** When we talk about goals we are generally referring to something that we want to **accomplish**. Goals can either be short-term, such as day or a week or a month. Most goals are long-term, such as a year or longer. The most popular length of time for goals is probably one year.

Action plans describe what needs to be **done** to accomplish our goals. This is the “how” we are going to get there and the “what” is going to be done.

S.M.A.R.T. goals tend to include elements of both areas. Let’s look first at the “S”.

### PowerPoint

Display slide (Specific)

**SAY** The “S” in SMART goals stands for Specific. A specific goal has a much greater chance of being accomplished than a general goal. To understand if your goal is specific you should look for the six “W” questions:

- Who – Who is involved?
- What – What do I want to accomplish?
- Where – Identify a location if applicable.
- When – Establish a time frame.
- Which – Identify any requirements or constraints.
- Why – Specific reasons, purpose or benefits of accomplishing the goal.

While your goal may not touch on all of these, it must at least include a very clear “**why**”.

### PowerPoint

Display slide (Measurable)

**SAY** An effective goal will always include concrete criteria for measuring a specific result. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal.

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*Continued on next page*

## Leadership Teaching, Continued

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

**SAY** This is where you would ask “How” type questions. “How much”, “How fast”, “How often”, “How well”, “How soon”, etc..

#### PowerPoint

Remember, if you can't measure it, **you can't manage it!**

Display slide (Achievable)

**SAY** Achievable goals are ones that can be reached. The key here is to make the goal challenging enough to push you but not so big that it cannot be done. You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Look for ways that you can get small “win” and build momentum.

#### PowerPoint

Remember, achievable does not mean **EASY!**

Display slide (Relevant)

**SAY** A relevant goal is one that is within your span of control. In other words, you are not heavily dependent on the actions of others. For example, it would not be good for me to set a goal of teaching this class to 50 people next year if I do not have any control over how many people sign up or how often I get the opportunity to teach.

#### PowerPoint

Display slide (Time-based)

**SAY** A goal should be grounded within a time frame. Without a set time there is no **sense** of **urgency** and this is one of the main challenges with goals today. A goal with clear time frames will not only have an established deadline, it will also provide the opportunity for milestone dates along the way toward that deadline.

You should be able to write your goal on a calendar.

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*Continued on next page*

## Leadership Teaching, Continued

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



**SAY** On **pages 100 to 102** of your workbooks are some additional information on SMART Goals. Please take a couple of minutes now to look this over.

**DO** Give them a few minutes to review the materials. Be sure to point out the SMART goal example listed after each section. Answer any questions as needed.

---

### PowerPoint

### Mission & Vision Connection – 15 minutes

Display slide (Mission Field)



**SAY** Please look now at the bottom of **page 102**. I would like for you to complete this section together as a church.

**Size of your mission field.** (How many people live in your community?) Keep in mind that your mission field is not necessarily as large as the distance your current congregation is traveling. It is better to focus on a small area close to the church. In most cases this is only a few miles. Write the number in the space provided.

**DO** Refer the group back to their homework in session two which was to obtain a MissionInsite report for their mission field.

**SAY** **Number of “unchurched” in our mission field.** (Typically 70-80% of the total population) Remember that unchurched is defined as someone who does not have a church home or who only attends on Easter, Christmas, or other special occasions. Write the number of unchurched in your mission field on the space provided.

**How many of these is God calling your church to reach in the next three years?** I hope that as you were prayerwalking the community you began to hear from the Spirit a calling to reach the lost. Write the percentage and the number of people you feel God wants you to reach on the spaces provided.

**DO** Encourage the churches to be realistic...but challenging.

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*Continued on next page*

## Leadership Teaching, Continued

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**PowerPoint****Mission & Vision Connection, continued**

Display slide (Mission & Vision Connection)

**SAY** As you can see on this slide, there should be clear connection and flow in our churches between all of the areas we have been talking about this past two sessions.

It all starts with Mission and Vision. We must have those in place and clearly communicated to everyone in our ministry. Without these we are like the octopus on roller skates—lots of activity...but not really going anywhere.

Our goals should flow right out of our mission and vision. If we want to achieve our vision, or at least take a few steps in that direction, what should our goal be for this year? This is where having SMART goals in place will help us on the road to our vision.

And finally, we must see a direct connection between our daily tasks and activities and our goals. This does not mean that 100% of everything we do each day is in support of our goals...but the problem comes up when none of what we do week after week is connected to a goal. We have to learn to prioritize our time and our actions. Imagine what your ministry would look like today if you had done this three years ago. Now use that to help you and your church move toward your vision for three years from now.

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**PowerPoint****SMART Goals Practice – 30 minutes**

Display slide (SMART Goals Practice)

**SAY** Now we are going to have an opportunity to put what we have been learning into practice. Your assignment is to work together as a church and to develop a SMART Goal for your church.

Here are a few key points for you to remember as you develop your goal:

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*Continued on next page*

## Leadership Teaching, Continued

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### SMART Goals Practice, continued

- SAY**
- Choose ONE area of ministry where improvement is needed.
  - Avoid getting into too much of the details—that will come later.
  - Involve everyone on your team—no one should be on the sidelines.
  - Refer back to your vision—Does this move your church closer?

**DO** Give the group about 15-20 minutes to work on this activity. Be sure to check with each team throughout to ensure they are working in the right direction.

Allow time to hear the SMART Goal each church came up with. Look for ways to connect what each team developed to the leadership lessons covered during this entire program.

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PowerPoint

### Ministry Audit – 30 minutes

Display slide (Ministry Audit)



**SAY** On **pages 105 to 110** in your workbooks is a copy of the Ministry Audit we use as part of the follow-up for churches in the conference who have a weekend consultation.

**DO** Cover all of the main points from the first two pages. You may want to ask others in the room to read some of the bullet point so you are not having to read it all yourself.

Give a brief overview of Attachment “A” using the instructions listed. Then give each group a few minutes to try it out for themselves using actual ministries from their churches. Be sure to point out the example on the next page.

Spend the remaining time walking through the actual audit form (Attachment “B”) and answering any questions the group may have. Keep the discussion positive and upbeat—there could be a tendency to see this as a negative process.

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## Next Steps

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PowerPoint

### Next Steps – 30 minutes

Display slide (Next Steps)



**SAY** Please turn now to **page 113** in your workbook.

**DO** Spend this time discussing next steps for both individual churches and the overall group. As this will most likely change from time-to-time, we will just list a few suggestions or possibilities here:

- Finish finalizing mission, vision, goals, etc...for your church. Communicate to congregation and community.
  - Church consultation of some type with the conference.
  - Organize a local ministry leadership group. (multi-denominational?) Get together monthly to continue developing leadership skills. Read and discuss some of the books used in other areas of the HCI process.
  - Hire a consultant to help take your ministry to the next level in a certain area.
    - Strategic planning
    - Evangelism
    - Accountability leadership
    - Church lifecycles
    - Stewardship
  - Put together a leadership retreat for your church. Share what you have learned during these sessions and/or focus on new ministry leadership areas.
    - It might be a good idea to bring in a guest speaker.
  - Attend a leadership conference of some type either in person or via satellite or webinar. Many large churches or ministries hold events throughout the year. (Willow Creek, Saddleback, North Point, GiANT IMPACT, etc...)
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## Wrap-up & Closing

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**PowerPoint****Wrap-up & Closing – 15 minutes**

Display slide (Wrap-up and closing)

**DO** Thank everyone for their participation and involvement throughout these sessions.

Be sure to address any open issues that may still be out there from any of the sessions.



Please have everyone complete the final evaluation on **page 115** in their workbooks. Explain to them that this evaluation is for the overall program and not just to today's session. Have them let you know personally before they leave if there are any comments on the session today.

Encourage the group one last time to continue their learning and growth efforts. Just like our mission...this is a continuous process. We are never through learning and growing as leaders.

End with a prayer for them to go back and impact their communities and to reach more and more of the lost sheep all around their churches.