

Managing Change in the Local Church

Leader's Guide

Church Renewal Resource
Evangelism Ministries USA/Canada Region
Church of the Nazarene

Acknowledgments

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Evangelism Ministries

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Preparation Checklist

The following information will help you prepare to instruct this module.

Review the material and make notes of specific areas for special emphasis.			
Check to ensure the following materials are available:			
	PowerPoint presentations		
	Participant booklet (copy as needed)		
☐ Gather the following materials:			
	Pens and/or pencils		
	Other material you want to use		
Check the classroom for:			
	Projector		
	Sufficient number of tables and chairs for the participants		
	age the room so that each church team sits around an individual and you have ample room to move among the teams.		

Managing Change in the Local Church

The table below identifies each module section, the time allotted for each section, and a brief description of the section's objective. When you are familiar with this module, you may want to teach from this page rather than the detailed information.

MODULE AT A GLANCE					
Section	Time	Page	Brief Description		
I. Module Introduction	5 Minutes	5	 Introduce module, purpose, and objective. 		
II. Lecture	30 Minutes	6	 The facilitator presents information about opportunities for change and characteristics of change agents. 		
III. Small group Activity	15 Minutes	11	 Participants consider how leaders and congregation may encourage change. 		
IV. Action Planning/Reporting	20 Minutes	12	 Participants begin preparing their homework assignments. 		
V. Module Wrap-up	5 Minutes	13	 Close the module with your final comments regarding the topic. 		

Total Module Time: 75 minutes

Managing Change in the Local Church

I. Module Introduction

(5 Minutes)

Distribute Participant Material. Let the participants know the material is theirs to keep and encourage them to take notes.

The participant material includes:

- Purpose
- Objective
- "Fill-in-the-Blanks" for the Lecture
- Application Exercises

The purpose of this module is to:

Encourage participants to see themselves as change agents God will use.

The objectives for this module are:

- To identify the need for change and opportunity for change;
- To recognize the characteristics of a change agent;
- To develop action plans for handling change in the future.

Notes

II. Lecture

(30 Minutes)

Notes

- I. The Challenge of Change
 - A. Current reality
 - B. Maintaining commitment to change
- II. Finding Opportunities for Change

Peter Drucker recently said:

"We are witnessing what may be the death of the large... organization... The great flagships... have basically outlived their usefulness. There is very little flexibility in large organizations and very little creativity... There are some tasks for which you need bigness, yes, but in a society with institutions of only one size—and it's a large size—in a time of transition and change, something vital is lacking: the ability to experiment: the ability to fail without disastrous consequences, the ability to adjust to the present reality!"

"Elephants don't do well in very confined spaces. Their ability to wiggle through a hole in the wall is non-existent. You would be much better off a mouse. There are no greater failures than our present business school graduates, outside of a very limited financial sphere. The graduates of Harvard Business School are abysmal failures because Harvard Business School assumes that the "Melting Pot" theory of homogenous America is true.

While in reality, we are the most diversified country in the world."

Traditional structures are changing in society. But often the church is the very last organization to change. And when change comes, we are usually dragged kicking and screaming into a position still not quite in touch with our society. Change is difficult for us and if we are to manage the changes that are thrust upon us, we will need to maintain a strong commitment to seeing things as Christ sees them rather than seeing them as we have always seen them.

If change is to occur within the church, we must look for opportunities to manage that change so it is constructive to the Kingdom of God and to each of us as well. There are three key factors which I would signal in the search for opportunities:

- A. INTERNAL Ingredients: ORGANIZATIONAL Culture Our local church has a culture of its own. Our district and our denomination also have unique cultures and are a factor in every challenge to change.
- B. **ENVIRONMENTAL** Factors: A Changing **WORLD** Our world is changing so rapidly that we are not keeping up:
 - 1. Inventions
 - 2. Music
 - 3. Communication
 - 4. Business
 - 5. Relationships
 - 6. Violence
 - 7. Families
- C. **EXTERNAL** Forces: **TOOLS** for Planning and Participation In addition to the negative and positive changes that are being thrust upon us, new paradigms and tools for planning and participation are also rapidly developing.
- III. Leaders as Agents of Change

In The Leadership Challenge (San Francisco, CA: Josey-Bass Publisher, 1987), James Kouzes and Barry Posner gave us the results of their research. They summarized their findings into five common practices of great leaders and ten commitments (two for each common practice):

A. **CHALLENGING** the Present Process

Why do we do the things we do in the ways we do them?

1. **SEARCHING** for Opportunities To do strategic things for Christ sometimes at the sacrifice of "programs."









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2. **EXPERIMENTING** and Taking Risks

This is difficult for large organizations or churches, but smaller churches sometimes have greater flexibility and creativity.

B. **INSPIRING** a Shared Vision

See *The Flight of the Buffalo* (James Belasco, Warner Books, 1993)—Geese leaders (shared leadership roles) are preferred over buffalo leaders (where a single leader is followed).

1. **ENVISIONING** the Future

These leaders realistically understand that our world will not be the same in ten, fifteen, or twenty years and are not waiting to react to what comes, but by Christ's help, they are seeking a future that is ready when the changes (which Christ already knows about) arrive! What does Christ want us to do now to be ready for the demands of tomorrow?

2. **ENLISTING** Others

These leaders have discovered that teams are much more effective than solitary leaders with a group of followers.

C. **ENABLING** Others to Act

Ownership is crucial to participation and ownership begins with decision making.

1. **FOSTERING** Collaboration.

2. Strengthening **OTHERS**.

Great leaders realize that the greatest recommendation of their leadership is the team of people around them who are better than they are— more effective than they are. These leaders devote themselves to strengthening the efforts and enhancing the abilities of these people.

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D. **MODELING** the Way

It is never beneath the dignity of the leader to do any task that others are called upon to do.

- 1. Setting the **EXAMPLE**
- Planning for "SMALL WINS"
 Celebrate the victories together; making certain that everyone knows the joy of accomplishment together.

E. **ENCOURAGING** the Heart

Let showing honor to others be your personal reward as a leader—take great joy in what God has done through them!

- <u>RECOGNIZING</u> Individual Contributions
 Celebrate every contribution made! Make change "user friendly." Make teamwork the model.
- 2. **CELEBRATING** Accomplishments

Visibility is the issue! These changes are significant and are making a difference in the Kingdom of God! Celebrate the small victories every time they occur and be magnanimous in your praise at the celebration of large victories and accomplishments.

IV. Obstacles to Change

- A. RISK Required for Change
- B. **UNCERTAINTY** Created by Change
- C. Natural **DIFFUSION** of Commitment to Change
- D. **STRESS** Involved in Change

V. Realistic Strategy of Change for Our Church

A. A new perception of our value and contribution can bring renewal.

It is time for **REVIVAL**.

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- B. <u>MISTAKES</u> are opportunities for learning.SEIZE them.
- C. Fear can mobilize your resources and stimulate your performance. Use it **EFFECTIVELY**.
- D. **ANGER** is a great teacher about us and our behavior. Learn from it.
- E. <u>DETERMINATION</u> (stubbornness) for ego is destructive, but for right causes it is a powerful ally.Stand for the right things, but not for your own ego.
- F. **FAILURE** can stimulate important learning about what it takes to be successful.

Handle your "**ENDINGS**" correctly to transform them into beginnings.





III. Small Group Exercise

(15 minutes)

Gather in groups of three to five persons. Discuss the following questions:

- How can we encourage change?
- How may we free our leaders to experiment with new methods?
- When people become uneasy with change, how can we reassure them?

Remain available during the exercise time to answer questions. When five minutes remain, ask the teams to add up the number of hours they have identified. Again, announce to the group when two minutes remain.

Keep the discussion brief so you will have time to complete the lecture and Action Planning/Reporting section.

Notes

IV. Action Planning/Reporting

(20 minutes)

This section gives the participants an opportunity to discuss their plans for using this information, as well as how they will share the information with others.

The homework assignment for this module is:

Select an area of church life, such as leadership development, outreach, discipleship or stewardship, age group ministries.

What area would benefit most from change?

What changes would you be willing to try?

(Do not discuss the problems. Focus on possible solutions.)

Experiment with change by implementing a change in the local church.

"Experiment" is the key with this assignment. The participants may discover the change they implemented was not what the church needed. However, by implementing a change, they will learn valuable information about how they handle change and how the laity handles change, which will contribute to the success of other changes.

Take the area you just selected where change needs to take place." I'd like for you to get back into your small groups.

Discuss what you would change and then, as a team, decide what change you will implement between now and the next time we meet. On your Action Planning/Reporting form, document the change and begin identifying what you will need to do in order to put this plan into action.

Notice on the form there are places to record the successes/ celebrations and the challenges/barriers as well as what you learned from both the successes and challenges.

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IV. Action Planning/Reporting Cont.

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Let's take about 15 minutes to begin working on this project.

Obviously, it will take a lot more planning, so I encourage you to schedule a time to complete this assignment.

Move among the groups to answer specific questions. Listen for discussions that are not focused on developing a plan and guide them in developing a plan. Let the groups know when there are five minutes remaining and ask them to begin to conclude their discussions.

V. Module Wrap-Up (5 minutes)

This section provides an opportunity to close the module.

- Ask participants to share their thoughts about the module.
- Answer any questions and provide encouragement.

For more information, find us online at: www.missionevangelism.org/training-modules

or

Email us at VibrantChurch@nazarene.org