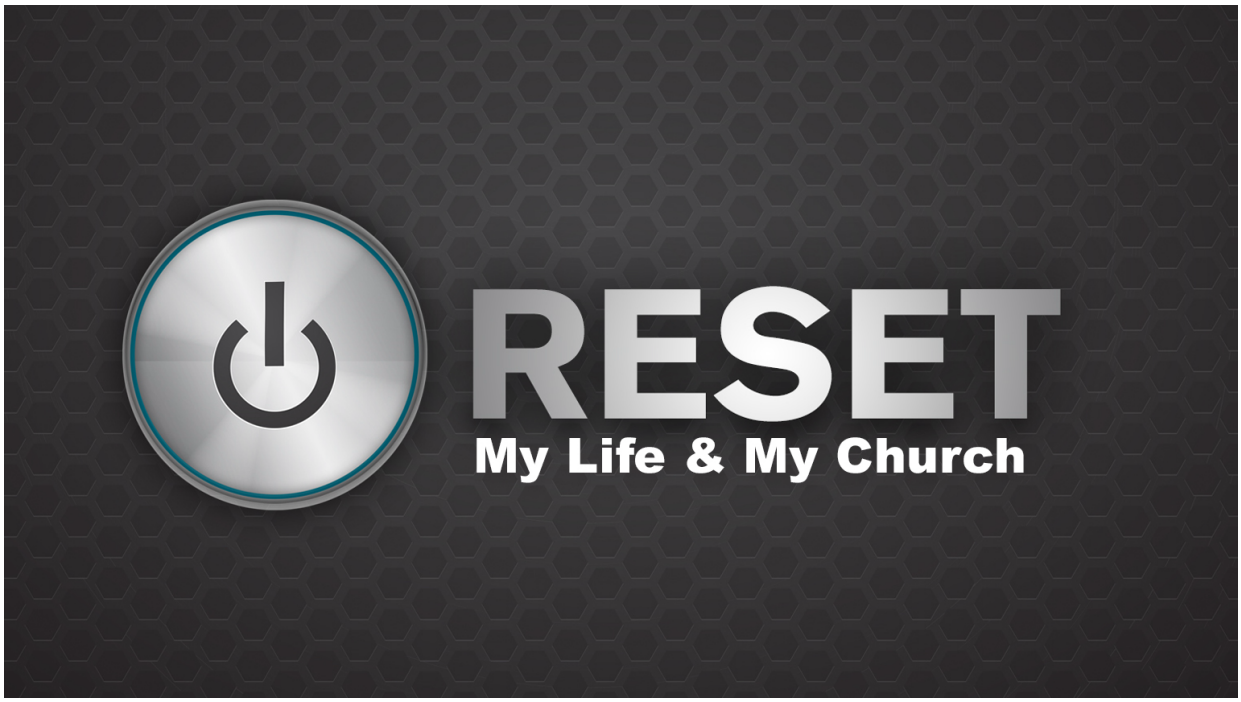


PNW 2021

Goals of Workshop

1. Consider the past year and reset your spiritual life
2. Determine where your church is at (by using a few different tools)
3. You are comfortable with the next steps of your church.
4. You are excited for the great task that is ahead of you.

Times and People are Changing

_____% of Workers were looking for new jobs during COVID.[1]

_____% of those under 30 were looking or open to a new job.

Pause & Pivot

Dov Siedman, a leadership consultant that focuses on value-based leadership, emphasized two points in a New York Times interview that apply to just about all of us in the midst of this pause.

First, when you press pause on a device, it _____

When you "press" pause on a human they _____

> *"In the pause we have the opportunity to reflect on all that this tragic pandemic is revealing about ourselves and our society. A pause can lead to a new beginning, to a reimagination of how we want to live differently — less unhealthily and less unequally — in the future."*

What areas of your life have you been reimagining?

- Family
- Money
- Life Online
- Spiritual Life
- Physical Life
- Mental Health
- Other? _____

[1] https://www.cnbc.com/2020/11/13/majority-of-workers-looking-for-new-jobs-during-covid-19-heres-why.html

Second, Siedman talked about the "pivot." Most of us recognize the term pivot from business.

"[A pivot is] a change in _____without a change in _____." -Eric Ries

Dov Siedman a describes a pivot as a strategic basketball move that keeps one foot _____(on what is important) and one foot going in a _____ and _____ direction.

Part of rethinking our life as Christians is considering the gifts that God has uniquely given to each of us. Perhaps some of those gifts have been on the back burner. Perhaps, because of so many other obligations, we haven't been using our gifts to serve the world or the church. Either way, considering your gifts and utilizing your gifts to serve is a key component to happiness. Recently, a friend and I were talking about a Jordan Peterson[2] podcast about happiness. Peterson said that three things are key:

1. Strong sense of _____.
2. Time in _____.
3. Sense of ultimate _____/_____.

QUESTION: Likely, you have mixed feelings about this last year. More than likely, your own life has felt up and down. How do you think the world's situation has affected these three criteria for happiness? How has it affected you personally?

[2] Jordan Peterson is a relatively famous, certainly *conservative* Canadian clinical psychologist who grew in fame because of a series of YouTube videos. His straight forward takes are compelling. He is the best thing to come out of Canada since Justin Bieber.

QUESTION: How do you see the coming year changing these three key areas for the positive in your own life?

Using our gifts and having a strong sense of community are directly related. When you consider all of the "one another" statements in the New Testament (50+ times), it seems clear that the full circle use of our gifts is when we use those gifts to help others within our community. Read through the 59 "one anothers" and think how the very thing we are called to do is/was affected by this last year:

1. *"…Be at peace with each other." (Mk 9:50)*
2. *"…Wash one another's feet." (Jn 13:14)*
3. *"…Love one another…" (Jn 13:34)*
4. *"…Love one another…" (Jn 13:34)*
5. *"…Love one another…" (Jn 13:35)*
6. *"…Love one another…" (Jn 15:12)*
7. *"…Love one another" (Jn 15:17)*
8. *"Be devoted to one another in brotherly love…" (Rom 12:10)*
9. *"…Honor one another above yourselves. (Rom 12:10)*
10. *"Live in harmony with one another…" (Rom 12:16)*
11. *"…Love one another…" (Rom 13:8)*
12. *"…Stop passing judgment on one another." (Rom 14:13)*
13. *"Accept one another, then, just as Christ accepted you…" (Rom 15:7)*
14. *"…Instruct one another." (Rom 15:14)*
15. *"Greet one another with a holy kiss…" (Rom 16:16)*
16. *"…When you come together to eat, wait for each other." (I Cor. 11:33)*
17. *"…Have equal concern for each other." (I Cor 12:25)*
18. *"…Greet one another with a holy kiss." (I Cor 16:20)*
19. *"Greet one another with a holy kiss." (II Cor 13:12)*
20. *"…Serve one another in love." (Gal 5:13)*
21. *"If you keep on biting and devouring each other…you will be destroyed by each other." (Gal 5:15)*
22. *"Let us not become conceited, provoking and envying each other." (Gal 5:26)*
23. *"Carry each other's burdens…" (Gal 6:2)*
24. *"…Be patient, bearing with one another in love." (Eph 4:2)*
25. *"Be kind and compassionate to one another…" (Eph 4:32)*
26. *"…Forgiving each other…" (Eph 4:32)*
27. *"Speak to one another with psalms, hymns and spiritual songs." (Eph 5:19)*
28. *"Submit to one another out of reverence for Christ." (Eph 5:21)*
29. *"…In humility consider others better than yourselves." (Phip 2:3)*
30. *"Do not lie to each other…" (Col 3:9)*
31. *"Bear with each other…" (Col 3:13)*
32. *"…Forgive whatever grievances you may have against one another." (Col 3:13)*
33. *"Teach…[one another]" (Col 3:16)*
34. *"…Admonish one another (Col 3:16)*
35. *"…Make your love increase and overflow for each other." (I Th 3:12)*
36. *"…Love each other." (I Th 4:9)*
37. *"…Encourage each other…"(I Th 4:18)*
38. *"…Encourage each other…" I Th 5:11)*
39. *"…Build each other up…" (I Th 5:11)*
40. *"Encourage one another daily…" Heb 3:13)*
41. *"…Spur one another on toward love and good deeds." (Heb 10:24)*
42. *"…Encourage one another." (Heb 10:25)*
43. *"…Do not slander one another." (Jam 4:11)*
44. *"Don't grumble against each other…" (Jam 5:9)*
45. *"Confess your sins to each other…" (Jam 5:16)*
46. *"…Pray for each other." (Jam 5:16)*
47. *"…Love one another deeply, from the heart." (I Pt 3:8)*
48. *"…Live in harmony with one another…" (I Pt 3:8)*
49. *"…Love each other deeply…" (I Pt 4:8)*
50. *"Offer hospitality to one another without grumbling." (I Pt 4:9)*
51. *"Each one should use whatever gift he has received to serve others…" (I Pt 4:10)*
52. *"…Clothe yourselves with humility toward one another…"(I Pt 5:5)*
53. *"Greet one another with a kiss of love." (I Pt 5:14)*
54. *"…Love one another." (I Jn 3:11)*
55. *"…Love one another." (I Jn 3:23)*
56. *"…Love one another." (I Jn 4:7)*
57. *"…Love one another." (I Jn 4:11)*
58. *"…Love one another." (I Jn 4:12)*
59. *"…Love one another." (II Jn 5)*

How do we move forward?

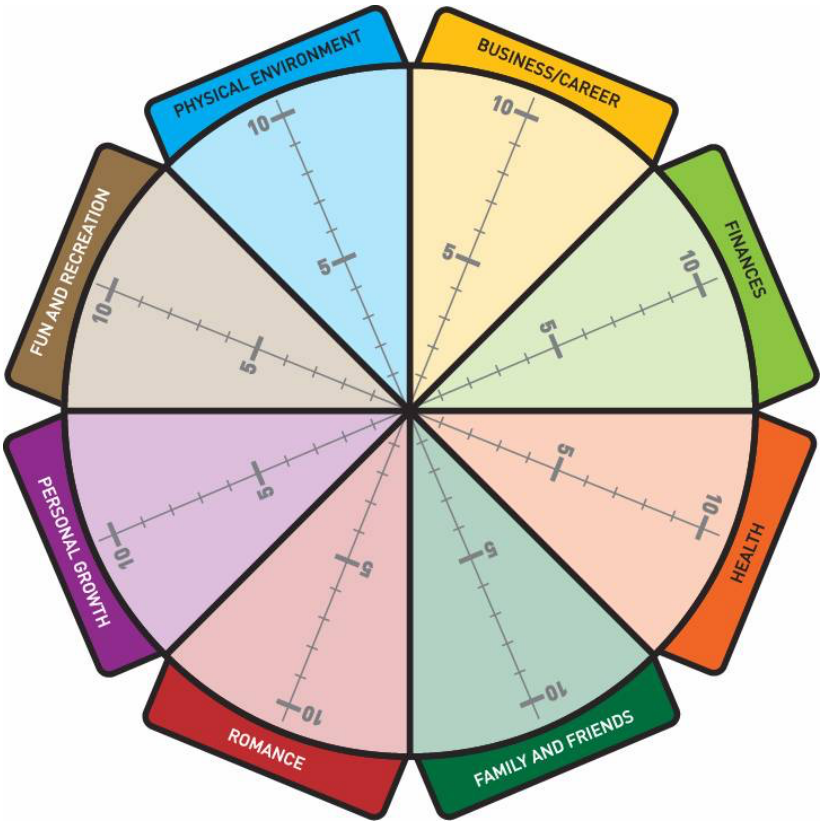
From a Christian perspective, this last year not only robbed us of worshipping together in person, but it robbed up of our full capacity to serve our Christian community. Not only are people hurting, but often, we are hurting as well. In attempt to help "survive," it is pretty easy to empty our own tank. What are the steps to move forward?

1. Assess where you are _____ ____?
   (we will do that in a minute)
2. Determine where you _____ ____ _____?
3. Answer your _____.
4. Make a _____ plan
5. Work the plan, but _____ is more important than perfection.

The path to earthly success and emptiness are often the same.

QUESTION: Evaluate: The most efficient projects are when do the heavy thinking before the project, not during the project.

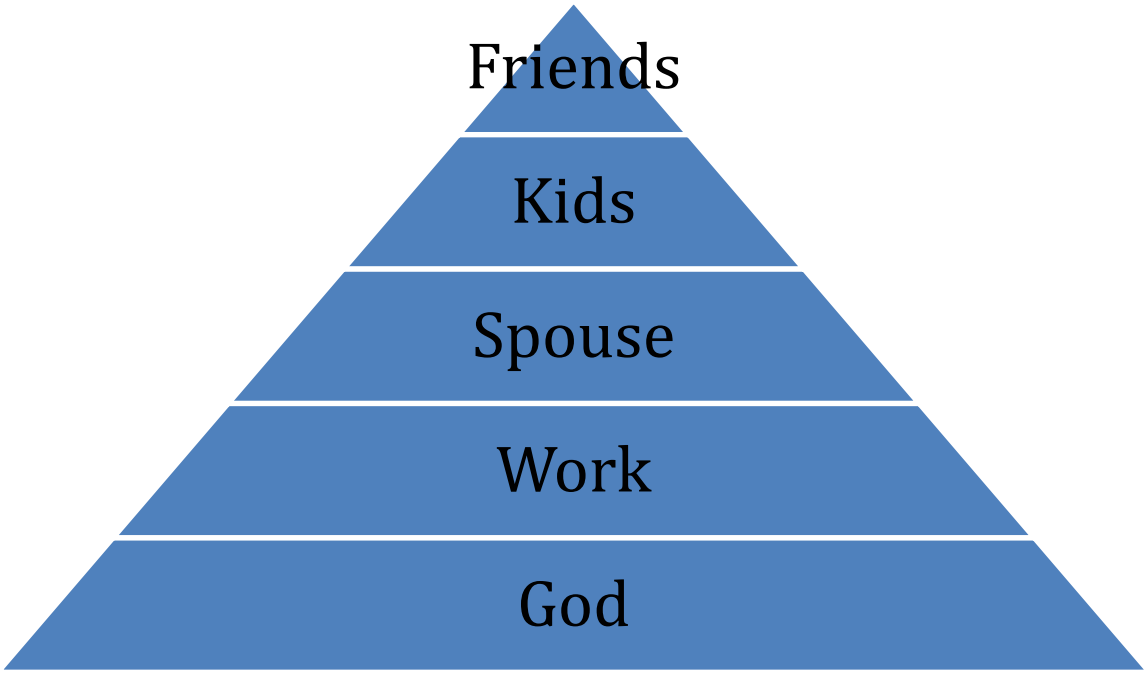
QUESTION: Agree or Disagree: I just go tricked into admitting that I don't work very efficiently on my projects.



Step 1: Self-assessment (and the problems with self-assessment).

1. Most of us imagine ourselves as the person we _____ ___ _____ rather than who we actually are in practice.
2. We have _____ _____ for our failures.
3. If this is all I had to do, I would be _____. _____ ____ ____.
4. We feed what _____ _____.

QUESTION: On the list of Family, Finances, Spiritual, Health, Work, Friendships which are the easiest to feed and which ones are the easiest to neglect?



Ironically, which is the one we often try to "skip"? You guessed it, spiritual/personal growth because it doesn't get noticed (at first). The problem (often) is we are asking the wrong diagnostic question--Who or what is number one in your life? Now realize that if you asked just about any self-professed Christian this same question, they are going to get it "right." But what if we ask them and ourselves deeper questions? *Where do you spend your money? or What do you daydream about? or What description or identity do you most strongly identify? What is the first thing you think of when you wake up in the morning or when you go to bed at night?*[3] Do our frank answers to these questions pass the "test?" Maybe, but probably not all the time.

Is there a cure?

The is cure to our struggle must start at the bottom. Reacquaint yourself with Jesus. Reconsider what he had done. Take a closer look at your sin, your doubts and struggles. Read how God talks about himself. Build a spiritual life within community and learn to serve and be served with both your actions and with God's Word. Stand

[3] I think I got these probing questions from Tim Keller.

in awe of your creator. Recognize the privilege you have to be born when you were, where you were, so that you have a chance to have communion with God. Know God. Know that you are known by God. In short, dive deep in the nature of Christ and while you are there, be built up on the rock of his promises together with your Christian family and church. In short, plant your foot on the God, and then let's consider pivoting in a new direction.

Practical Suggestions:

1. Schedule, actually schedule quiet time to pray and mediate on Scripture.
2. Find a pastor you like and listen to his sermons for your own spiritual care.
3. Journal your thoughts and fears and hope you have in Christ.
4. Read an inspiring book by those who have gone before you. Some of my favorites are:
    a. *What Jesus Means to Me* by Herman Gockel? (short, but great).
    b. *Reason for God* by Tim Keller
    c. *Prodigal God* by Tim Keller
    d. *Mere Christianity by CS Lewis*
    e. *Not Bondage of the Will*
5. *Commit to reading a devotion with the family every dinner you have together.*
6. *Read Bible Stories to your kids before bed.*
7. *Join a Bible Study instead of leading a Bible Study.*
8. *Order a devotional book*
    a. *New Morning Mercies, by Paul Tripp*
    b. *Fierce Marriage by Ryan and Selena Frederick*
    c. *Devotions for a Sacred Marriage* by Gary Thomas
    d. *Treasury of Daily Prayer* (CPH.org)
    e. *Mediations* daily devotions (NPH.net)

My Personal Spiritual Reset Plan

Plan:_____

_____

_____

_____

Why: (both good and bad reasons)

_____

_____

_____

Where: _____

When: _____

Supplies needed: _____

Goal (s):

1. _____
2. _____
3. _____

Potential Obstacles and solutions:

- _____
- _____
- _____
- _____

Give yourself permission be good, not perfect, but always make a plan to get back on track?[4]

[4]With most goals we are looking for consistency OVER perfect compliance (unless your goal is not to murder someone). Countless great routines are derailed because they demand perfection or nothing. I say, shoot for 80% compliance. Embrace the idea that something is better than nothing.

My Reset Plan

Plan:_____

_____

_____

_____

Why: (both good and bad reasons)

_____

_____

_____

Where: _____

When: _____

Supplies needed: _____

Goal (s):

4. _____
5. _____
6. _____

Potential Obstacles and solutions:

- _____
- _____
- _____
- _____

My Reset Plan

Plan:_____

_____

_____

_____

Why: (both good and bad reasons)

_____

_____

_____

Where: _____

When: _____

Supplies needed: _____

Goal (s):

7. _____
8. _____
9. _____

Potential Obstacles and solutions:

- _____
- _____
- _____
- _____

My Reset Plan

Plan:_____

_____

_____

_____

Why: (both good and bad reasons)

_____

_____

_____

Where: _____

When: _____

Supplies needed: _____

Goal (s):

10. _____

11. _____

12. _____

Potential Obstacles and solutions:

- _____
- _____
- _____
- _____

My Reset Plan

Plan:_____

_____

_____

_____

Why: (both good and bad reasons)

_____

_____

_____

Where: _____

When: _____

Supplies needed: _____

Goal (s):

13.

_____

14.

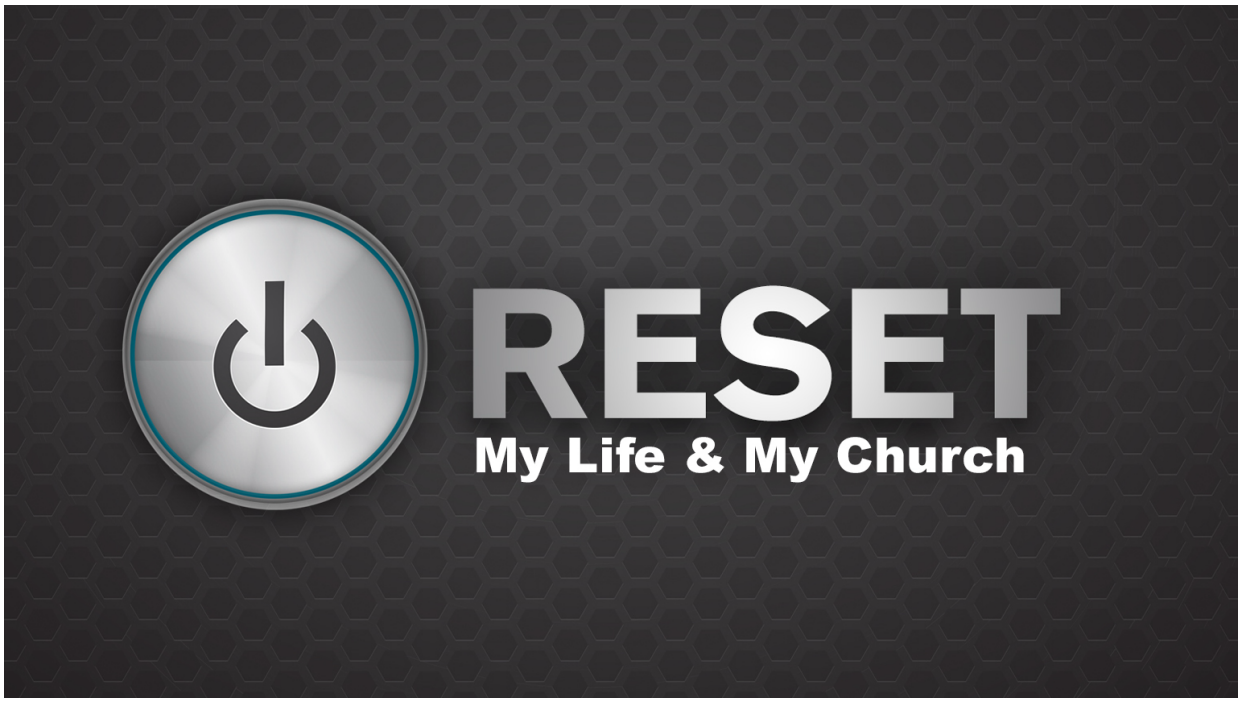
_____

15.

_____

Potential Obstacles and solutions:

- _____
- _____
- _____
- _____



Reset: My Church

Resetting our Churches

Last session, we looked at the changes you experienced personally during this pause. For many people, this is looking like a job change. I recently heard the 25% of the workforce will be changing jobs over the next year (heard May of 2021). You are not the only one rethinking their life. People in your church are rethinking their lives…reevaluating work, rethinking working from home, emphasizing the value of travel, tighter finances, different housing and … different church habits.

What does that mean for us? There are a thousand ways we can examine our churches. SWAT analysis, VTO, survey, gut feel, etc. At a time like this, I think it is easiest to think in the following steps:

1. Assess where you are _____ ____?
   (we are going to take more time on this than you want)
2. Determine where you _____ ____ _____?
3. Answer your _____.
4. Make a _____ plan
5. Work the plan, but _____ is more important than perfection.

1. Where is your church at?

Current Weekly Attendance_____ Adults[5]_____ Under 18_____

Loses over past 12 months_____

Gains over past 12 months _____

Example Church

2019- 147 (97 adults/ 50 under 18)

2021- 112 (69 adults/43 under 18) online ~ 15/week[6]

Losses-24 over the past 12ish months (6 family moves)

Gains-29

Questions worth asking

Who is missing? What does the mean? What do we think about the online presence? What can we rejoice over? What have we been delaying repenting of? Have we made excuses for neglecting our work? How many have not come back from COVID? Other?

QUESTION: Agree/Disagree: It is impossible to evaluate without telling yourself a story.

What can we learn from keep these stats? That takes a bit of thinking. Is there something deeper that we many want to think about? I think there is. Stats like these don't naturally take into account observable growth barriers with churches.

Almost all groups have natural or outside _____.

[5] The main figure we are working with is average weekly adults in worship.

[6] This May also included higher than average confirmation.

Question: As brief exercise: what are the natural "growth" barriers for a family? Hair salon? School?

"Observable Growth Barriers"

According to Nelson Searcy, there are a number of significant observable growth barriers within churches. He puts these numbers (based on average adults in worship) at 65, 125, 250, 500 . There are simply natural places that churches end up at when it comes to attendance. For example…

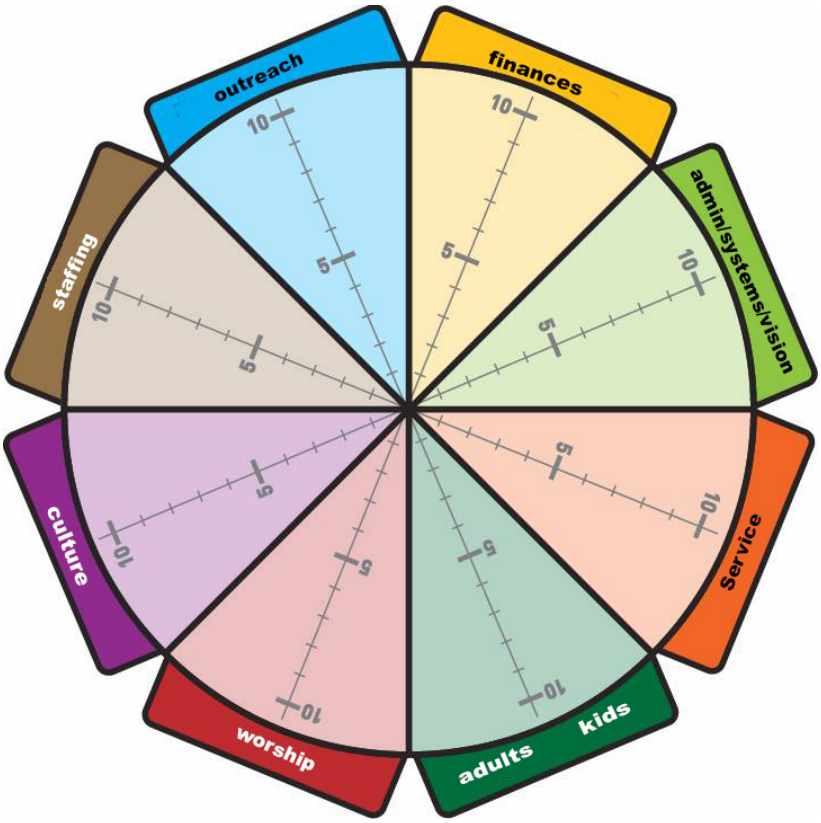
____% of protestant churches (USA) are under 100 in attendance.

____% of WELS churches (in 2019) are under 100 in attendance.

We only have ____in the WELS over 500 in attendance.

I'm not worried about specific churches, but of the 40-ish churches that we have, the mean would be 54 (half above and half behind) and the average or Median would be 68. This is probably a surprise to no one. What does all of this tell us? That Nelson was probably on to something when you said the hardest "barrier" is moving from 65 adults in worship to 125 adults in worship.

Why do you think this may be true? We are not talking family needing a larger car, we are considering the "resources" for a church. What about staffing, programs, expectations, limited time, more balls to juggle, lack of regular natural contact, population, demographics, is the pastor naturally a preach/teacher, leader or pastor? At different phases of a church's life, the pastor, as well as the people, need to adapt. What about the challenge of the awkward middle? You are not quite a big church, but you are also not a small church. More specifically, the awkward middle is when people still have expectations of a small church (personal relationship with their pastor or personal pastoral care, etc.) AND the expectations of larger church (programs, systems, staffing) generally without the resources to make this happen. In just a bit, we are going to talk about some of these "minimal expectations" when it comes to vision, staffing, inreach, outreach, finances and systems.



Expectations in the church (Exercise Part I)

No one really likes to talk about expectations in the church, or at least I don't. When you work in gospel ministry, hard work doesn't always correlate to observable results. Couple that with our heavily consumeristic society and I kind of want to vomit. However, talking about and have an understanding of minimal expectations is actually essential to your mental health (and apparently, to my physical health). Simply put, knowing minimum expectations helps you make informed decisions. Let's brainstorm for a minute five minutes. Take a look at the modified chart above, from the hip, who would you rate where your church is at in these areas? To make this a little easier, we are going to rate the following based on this scale:

5 = Church our size

10 = Church double our size

1 = Church half our size

1 = Church quadruple our size

Wait, why is way overachieving a bad thing? We are functioning with this principle:

Do things a _____ better than people expect.

QUESTION: *How does knowing the minimum level of expectation help in the following areas?*

Sending out a graduation card?
Gift exchange?
Hosting someone overnight
Dinner
Having a friend over
Kid's sleepover
Your work?
Marriage
Being a good neighbor
Getting a dog
Wedding celebration?
Vacation with your family or spouse?
Hosting a party

Minimum expectation Formula

Understanding expectations
+ Going beyond expectations
= joy for both parties

QUESTION: Evaluate: Expectations are both the enemy of joy and the motivator of great things.

QUESTION: Agree/Disagree: it is impossible to be disappointed or impressed unless you have expectations.

Church Double our Size (Exercise Part II)

What are the minimum expectations for a church your size? (Yes, this is somewhat, well, totally, arbitrary.)

To get you started. Look the paragraphs below.

- *Step 1: Take 15 minutes to underline items a church double your size may have or do (based on average adults in weekly attendance). For example: if you worship 42 adults each week, how might a church that worships 84 adults a week look or feel different than yours. Feel free to add items. Now take 5 minutes to circle underlined items that you are already have/do.*
- *Step 2: Take 10 minutes to quickly explain your situation and compare with a partner for 10 minutes*[7] *(If you can't find a partner, go to page 7 and lower your "Friends/Family pie chart score")*

[7] I know, group work is kind of the worst. But so is lousy participation in an offsite workshop paid for by your church. Unless, of course, you paid to come here from your own pocket, in that case, continue your research and teach me how to play craps when you are done.

Worship-Would anything look differently in a church double your size. Different services? Two services? Better presented? Tech both, livestreaming? Two cameras? Staffed Nursery? Scheduled volunteers? Paid Musicians? Powerpoint? Music practices? Pyrotechnics? More thematic? Choir? Children's choir? Guest Card, Digital Guest card? Safety team, elder or council member on duty, altar guild, hospitality coordinator, snacks after church, Leadership Council monthly update videos, someone besides pastor giving main announcements, slides for announcements, one main announcement per month (for example in the month of May basically only VBS recruitment, or in June volunteer sign ups, or in January Bible Class advertisements, etc) Music coordinator, paid music coordinator?, solid Communion announcement,

Others_____

Outreach-Quarterly programs? Active Committee, Canvas nights, Follow-up system, guest card, digital guest card, postcards? Follow-up team?, volunteer leading follow-up team, digital process for each person, better prospect management tool, aa prospect management tool, outreach staff member, postcard mailings?, better signage? Directional signage, things for members to give to friends, sermon series? Online courses, new member welcome packet and meeting template, new member Sunday, gifts or system for new member, automated text messages following up with new members, daughter a church…

Others_____

Service-volunteer coordinator, landing pads (people you can direct people who are volunteering to so they will be taken care of, for example, a music coordinator that will greet, follow-up, appreciate and train volunteers for music), better way to find volunteers, system to thank volunteers, mission trip, youth mission trip, better, grief ministry, addiction recovery group, volunteer scheduling system, Serve Sundays Quarter emphasizing something world, local or home missions, online form for volunteer sign up, person responsible to reply to completed forms, appreciate budget for volunteers, etc.

Others_____

Administration/systems in place-Admin assistant, office hours, baptism request form, online baptism request form, wedding request form, church management software, photo directory, process queues for tasks, website, Facebook, Instagram, membership records, pastoral acts records, attendance records including a breakout for kids, adults, prospects and WELS guests, church app, safety team, centralized systems, constitution/bylaws you actually use, church scheduled text capabilities, weekly eletter

Others_____

Vision-tagline, vision statement, plumblines written out, worked through "Building a story brand" or something similar, cool swag, car stickers, tattoo templates, visual representation of vision,

Others_____

Finances (not how much, but how you handle it-envelopes, online giving, recognized first-time givers, recognize generous donors, financial secretary, online giving, church app, quarterly statements, yearly statements, system for counting money (two people, not related). Able to receive stock donations., able to receive registration payments online, clear budget, 10 year budget forecast, contingency/reserve fund, bookkeeper, online accounting system that can be viewed by more than one person, reserve fund invested or at least gaining interest, building fund campaign, capital campaign, monthly campaign updates, hand written thank you notes, annual report that looks awesome with graphs, infographics, etc. that inspires, immediate thank you for outside gifts,

Others_____

Physical Location-right location, adequate buildings, maintenance team/committee, maintenance manual, replacement and repair schedule for all major equipment, key management records, safety team, Adequate space, adequate parking, adequate kids area, nice landscaping, church sign, Defibrillator machine, trained medical personal, camera monitoring, sound system, sound for hearing impaired, striped parking lot, fire exit plan, automated doors, energy efficient, place for Bible Study, place for storage, good office, etc. Others_____

Kids-Child protection manual, background checks, cameras, youth group, more than one group, infant care, follow-up system, way to recognize first time guests, enough space, a nice space, appreciation for volunteers, a team of volunteers, good program materials, VBS, Soccer Camp, Music or Science Camp, Christmas for kids, Easter for kids, themed decorations on the wall, pager system for nursery, playground, different group for students and kids, youth group leader, Youth serving opportunities, playground that doesn't look like it is from the movie Saw, Others_____

Adult-Men's Bible Class, Women Bible Class, Sunday Bible Class, small groups, grief share, support groups, MAPS counseling budget, Bible Basics, online Bible Basics, clear next steps for guests in the bulletin, Active women's groups, active men's group, church library with devotional books, adult mission trips,
Others_____

Staffing-admin assistant, second pastor, third pastor, children's ministry coordinator, teen ministry coordinator, church cleaner, media/online coordinator, women's or men's ministry coordinator, Bible Class or Small Group Coordinator, volunteer coordinator
Others_____

Big Picture Mental Break

Overall Principles

- There is more than <u>just one way</u> to worship, reach people and share God's Word.
- Always think as a church double your size
- Focus on one part of ministry at a time. The John Wooden principle (a four year cycle)
- Have fun, this is not church mathematics.
- Each area of the church has a coordinator that you meet with regularly.
- The arrows don't matter so much as direction of the arrows. However...

Game Theory & Church Vision Casting

Chance vs Mathematics

Chance 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 - 10 Mathematics

Determine where each of the following games fit on the above line numbered 1-10: Chess, dice, free throw contest, Monopoly, Risk, Poker, Shoots & Ladders.

Church, just like_____, is not simply mathematics. Why not?

Church, just like_____ is not simply chance. Why not?

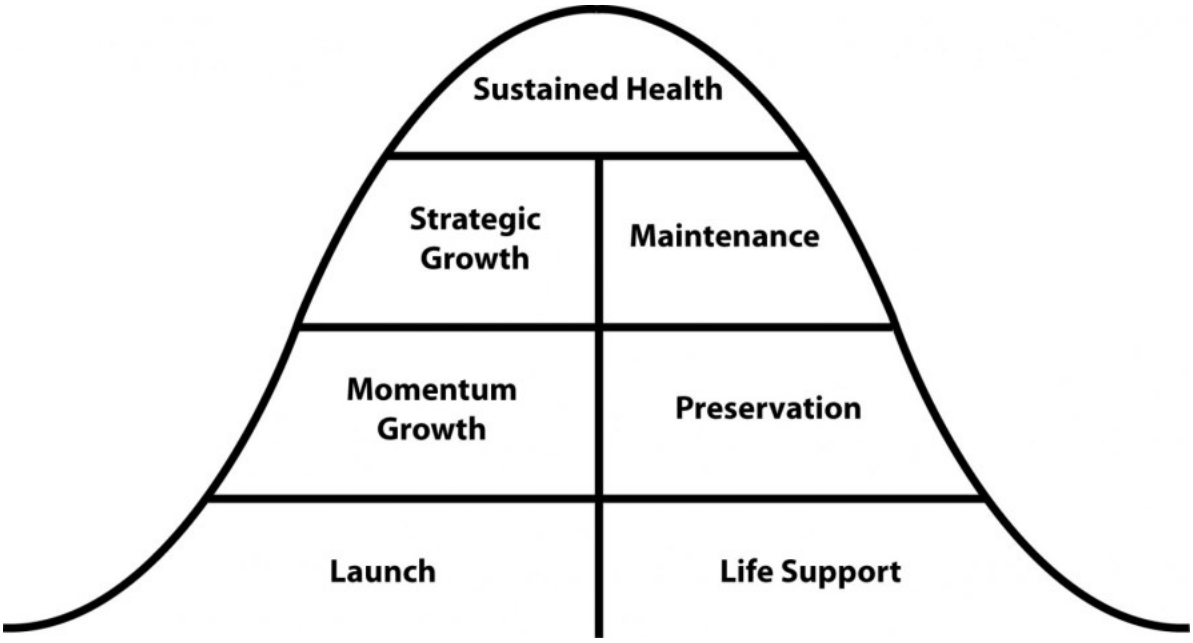
Resulting, Confirmation Bias, Good v Bad Decisions

Every Church has a Story

Pastor Steve Degner often referred to this as, "The man, the mission & _____ _____."

Where is our church in its lifecycle? (Exercise Part III)

More than likely, you have a long list of items you want to address in your own church. The new question becomes, where should I start? What follows is hardly gospel truth, but Tony Morgan, building on the work of other church consultants and researchers, has divided the lifecycle of a church in to seven parts.



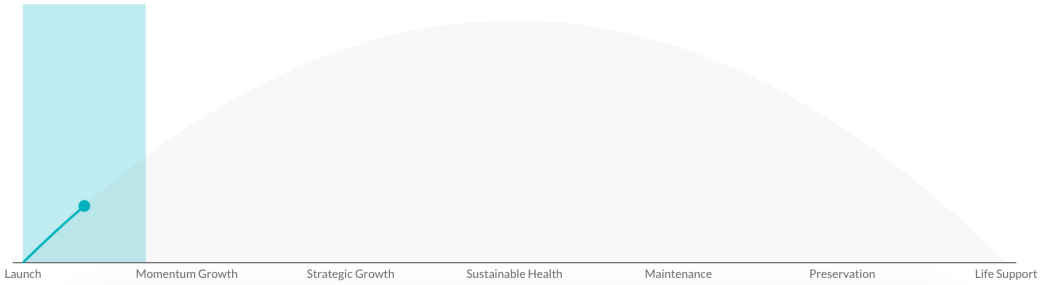
At www.unstuckgroup.com[8], you can access the assessment tool for free. Their ultimate business is church consulting, however, they offer the results and suggested next steps for free.

[8] Look under "products." They have you add it to your cart and make a purchase (no cost), then they email you the receipt. From the receipt, you get a link to take the assessment. It takes less than 10 minutes to complete and they immediately share results.

UNSTUCK CHURCH
ASSESSMENT

Launch Report

Your assessment results indicate your church is most strongly exhibiting characteristics of the Launch phase of the church life cycle.



This is the starting line. In this period, everything is new. Typically these are brand-new churches taking their very first steps, but there are also a small number of churches that choose a fresh start and get to launch all over again. You may be a new congregation with a new pastor, or an older congregation re-launching with a new mission. This is a time for dreaming about what the church could potentially be in the future. It's exciting and scary at the same time. The leaders celebrate every time someone shows up, but they also regularly wonder if anyone will show up.

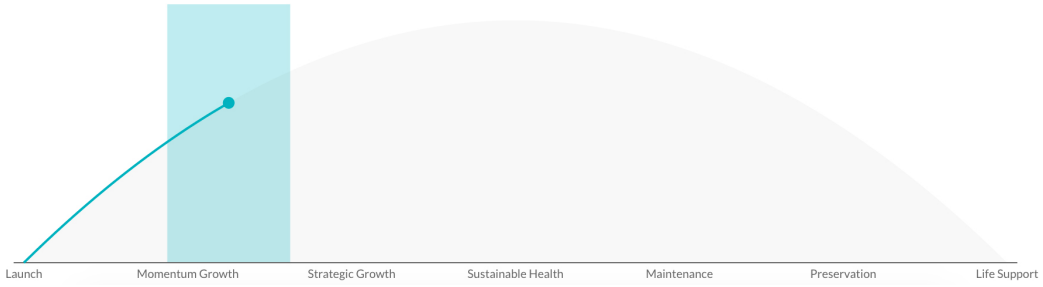
Here's what we typically see in Launch phase churches:

Priority Focus	Reach new people.
General Characteristics	There's a fresh purpose. Leaders have big dreams for the future. Hope prevails. People gravitate to new things.
Foundations	Mission
Leadership	Rely heavily on volunteer leaders.
Mission Strategy	Weekend services are the focus.
Systems	Few, if any, rules are implemented, and everyone is involved in almost every decision.
Staffing & Structure	Pastor and limited part-time staff.
Finances	New people don't give, so finances are tight.

UNSTUCK CHURCH
ASSESSMENT

Momentum Growth Report

Your assessment results indicate your church is most strongly exhibiting characteristics of the Momentum Growth phase of the church life cycle.



This may be the most fun season in the life cycle of a church. During this time, it's as if nothing can go wrong. People start showing up and inviting their friends. New people invite new people. Growth seems to be happening supernaturally. In this season, the momentum is contagious. It's as if the church leadership can't do anything wrong. Every time the church opens its doors, more new people show up. If this were a business, the mantra would be "make more sales." In the church, though, the focus is clear: reach more people.

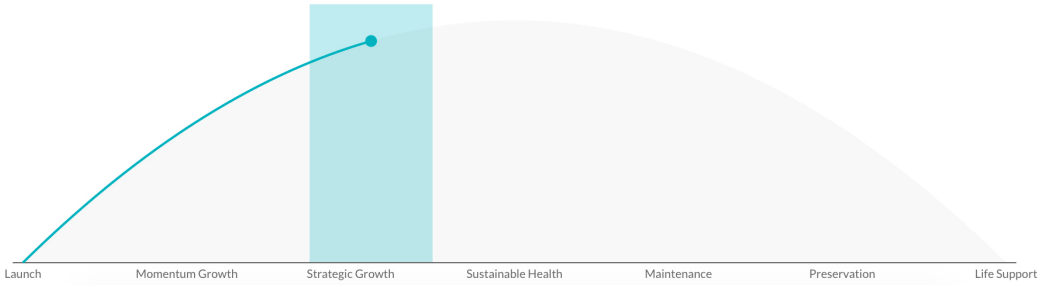
Here's what we typically see in Momentum Growth phase churches:

Priority Focus	Make space for new people -- both physical space and ministry space.
General Characteristics	Entrepreneurial leaders gravitate to the team. People are unified. Creativity is valued. There's an inviting culture ("come and see"). There is a lot of buzz!
Foundations	Vision and values
Leadership	Typically personality-driven.
Mission Strategy	New programming added to help people connect and take their next steps.
Systems	Leaders generally avoid establishing policies and systems.
Staffing & Structure	Ministry leaders added to start building teams.
Finances	New Christians don't give! Numerical growth generates financial growth, but not at the same pace.

UNSTUCK CHURCH
ASSESSMENT

Strategic Growth Report

Your assessment results indicate your church is most strongly exhibiting characteristics of the Strategic Growth phase of the church life cycle.



A church is not able to sustain its growth pace without establishing clear strategies and systems. In this phase, there's a shift from personalities to teams. The entrepreneurial bent that fueled growth from launch to now is complemented by an awareness that structure and systems need to be established. In many cases, this is the first time churches recognize it's more than getting people to show up; that is, they also have to help people grow through a discipleship path that encourages spiritual formation. The Strategic Growth phase is about helping people move from where they are to where God wants them to be.

Here's what we typically see in Strategic Growth phase churches:

Priority Focus	Establish healthy strategy and systems.
General Characteristics	Outsiders would describe the team as high-performing. Leaders are still willing to change. The organization is more intentional.
Foundations	Strategy and systems.
Leadership	Team-based leadership.
Mission Strategy	The ministry strategy is focused around the growth engines.
Systems	Growth necessitates establishing systems to keep everyone aligned.
Staffing & Structure	Administrative functions added and staff are empowered to lead their ministries.
Finances	Begin to build financial and giving systems to fund ministry and expand vision.

Working with your people

Doing an assessment on your church is great, but without the commitment of your people, the exercise is mostly academic. Here are a few ideas to gain and gather commitment from your people.

1. People "rowing the boat" tend to _____less.
2. Provide a _____that people can react to and you are willing to _____(see section on vision).
3. Allow people to envision _____of the vision. A concept that has worked for us is asking the question, "What would amazing look like for us?"

   For example: What would an amazing worship guest experience look like for our church? The "our church" is pretty key, because people will naturally think of your situation, resources, vision and offer up ideas that are closer to your conceivable reality. Let's try this out in a few key areas that were identified in your unstuck assessment. Some easier areas to envision are:
   Kids program, Worship, Worship Guest Experience, Adult Bible Class, Volunteering, Giving an Offering, etc.

What would amazing look like…for your church?

- Amazing
- Great
- Good
- Acceptable

What would amazing look like…for your church?

- Amazing
- Great
- Good
- Acceptable

What would amazing look like…for your church?

Amazing
Great
Good
Acceptable

Probabilities

Sum of both	Possible Combinations	Probability
2	**1**	2.78%
3	**2**	5.56%
4	**3**	8.33%
5	**4**	11.11%
6	**5**	13.89%
7	**6**	16.67%
8	**5**	13.89%
9	**4**	11.11%
10	**3**	8.33%
11	**2**	5.56%
12	**1**	2.78%
Total Combinations	**36**	

Building a Vision

Outline:

In this section, we'll cover four steps:

1. **Conscious of Vision**
2. **Creating Vision**
3. **Clarifying Vision**
4. **Communicating Vision**

Assumptions

Today, pastors need to work both ___the church ***and*** ____the church.

Your most valuable resource in your church is your _____

People give to vision: People_____ for a vision.

Build the church you would want to go to so you can lead efficiently & intuitively.

Why we don't

- Creating a vision often seems _____.

However…

- Engaging volunteers allows you to work in the church on your proficient _____.
- Working on the church sets up their next _____.
- With another person, you don't feel like _____on the same day.

"Two are better than one, because they have a good return for their labor:
10 If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up." -**Ecclesiastes 4:9-10**

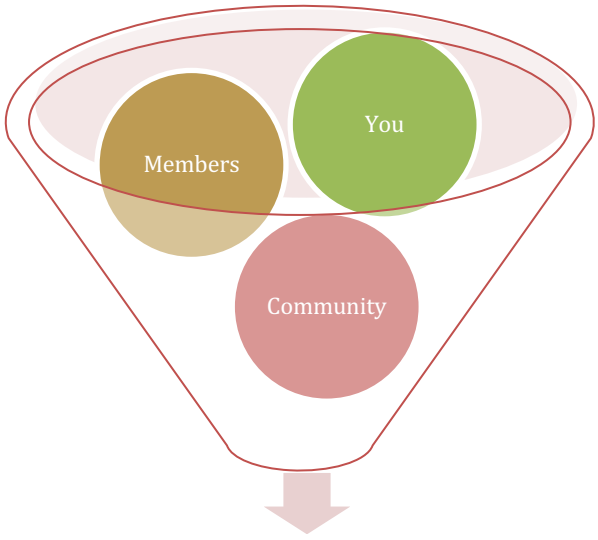
Step 1: Conscious of Vision

We care about vision because we care about _____

Vision is like _____

Vision in your head is an idea, vision communicated is _____[9]

Idea ⇨ Picture ⇨ Listen = Vision



Vision

[9] Made up on some Tuesday night, but I am sure someone else has said it better.

Vision (who, what, when where)

- **Purpose:** Every organization has a purpose. That purpose may be clear or vague. It may be conscious or unconscious, written or unwritten. Some purpose statements are specific and inspiring, while others are vague and uninspiring. Regardless, no organization is ever formed—or continues to exist—without some sort of purpose. It is worth taking time to answer the question, "Why do we exist?"
- **Values:** Values are the ideals that we esteem as a company. They are the philosophical foundation of our corporate ideology. They are the things that we hold dear and use to make decisions and keep us on-track. They are what we believe—no matter what. However, if they are to be more than mere platitudes, we must translate our values into specific behaviors that we expect from one another.
- **Vision:** Having a clear vision of where you are going is crucial in any human endeavor. This is especially true when it comes to organizations. Unless we know where we are going, it is difficult to select the best route, assign the necessary resources, or create any semblance of organizational alignment.
- **Strategy:** Once you have a clear vision about where you are going, you can formulate a strategy for getting there. The best strategy is generally the one that gets you to your destination the fastest with the most efficient use of resources. However, some strategies work well in the short-term, but at the expense of the organization's values or purpose. That's why we can't really select the right strategy until we know why we exist (purpose), what we believe (values), and where we are going (vision). (Michael Hyatt)

Step 2: Creating Vision

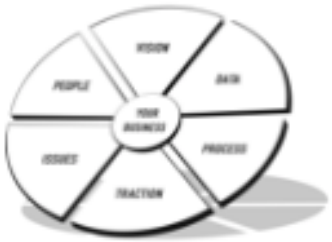
Creating a vision is an important step in your church planting process. Again, this takes way more time than you anticipate.

My own reason for not stealing someone else's vision or tagline or....

However, "Sometimes, magic is just someone spending more time on something than anyone else might reasonably expect." -Teller

Vision Traction Organizer Digital Copy

THE EOS MODEL ™



THE VISION/TRACTION ORGANIZER™

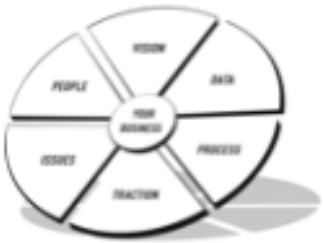
ORGANIZATION NAME: Eternal Rock Lutheran Church

VISION

CORE VALUES	1. We stand on God's Grace 2. We cultivate community 3. We step up	**3-YEAR PICTURE™** **Future Date:** July 2020 **Offerings:** $256,000 **Building Fund:** $150,000 **Measurables:** Members-254 Confirmations 15+ Bible Class 80% of adults are active Serving 80% participation within a quarter Kids 80% Feedback metrics? **What does it look like?** • Building is finished and vital part of ministry • Rock Kids is a vibrant ministry and a highlight of our church • $100,000 in the bank • Summer camp/VBS • Vicar • Average over 168/wk in worship • All coordinators meet monthly • Huddle meeting after each worship service • Admin help to coordinate volunteers • Done with EOS model • Your Time of Grace once a quarter
CORE FOCUS™	**Passion:** Help people find their value in Christ **Our Niche:** A contemporary approach to the traditions from 2000 years ago	
10-YEAR TARGET™	In our church, start a church, 500 people, 100 in kids program, referral from every member, every member from a referral	
MARKETING STRATEGY	**Target Market/"The List":** People who are successful, but that is not enough (they still have an emptiness) **Three Uniques:** 1. Traditional, yet current 2. Full in God's Grace 3. Worship that applies to today's issues with biblical depth 4. Strong sense of community in the congregation **Proven Process:** 3-7…1. Referral, 2. Meet a member 3. Meet the Pastor 4. Radical follow up, 5. A special place, 6. Step Up **Guarantee:** Genuine	

© 2003-2016 EOS. All Rights Reserved.

THE EOS MODEL™



THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: Eternal Rock Lutheran Church

TRACTION

1-YEAR PLAN

Future Date: July 1, 2018

Revenue: $212,000/year

Measurables: Offerings, attendance, % volunteers, Outreach calls, Coordinators Meetings, Confirmations

Goals for the Year:

1.	126/wk attendance
2.	Apply for vicar
3.	Finish Building Project
4.	New "Core Group" on board (how do we get there)
5.	Communicate updates from leadership council
6.	QFB-Quarterly meeting, follow-up breakfast, brief after church
7.	Finish an accountability chart vs. org chart
8.	Update Constitution and Bylaws in process (2nd quarter in time for voters' meeting)
9.	Leveraging New Building and Location
10.	Get the kids right for new building
11.	Get worship right for new building
12.	Get Bible Study right for fall 2018

With your cursor in the last row, press Tab to add another row.

ROCKS

Future Date: N

Revenue: $17,667/mo

Measurables:

	Rocks for the Quarter:	Who
1.	Budget Finalized	Bob, John, Me
2.	Successful Fall Grow Group	Me, Melani
3.	Application for CEF construction Loan	Me/John/LC
4.	Capital Campaign built and initiated	Me/LC
5.	Building Designed	Charles/LC/John
6.	VTO with Leadership Council in November	ME/John
7.	Bible Basics with 8 people in September	ME/families
8.	Volunteers enabled to help with building de-construction, clean up, etc.	Charles/BC
9.	Building Committee functioning at high level	Charles/BC
10.	Greeters each week	ME/Jason/Melani
11.		

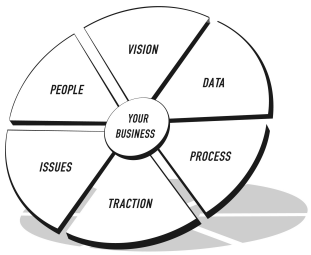
ISSUES LIST

1.	No permanent home
2.	Core is gone
3.	Grow Groups go up and down
4.	Lack of youth opportunities for confirmed students
5.	Coordinator spots are not filled
6.	Systems are limping
7.	Follow-up is broken
8.	Not many first time guests
9.	Transient Community
10.	Not at 100% participation
11.	Declining Subsidy
12.	Measurable impact in the community
13.	Volunteer Fatigue

With your cursor in the last row, press Tab to add another row.

© 2003-2016 EOS. All Rights Reserved.

THE EOS MODEL™



THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME:

VISION

CORE VALUES	1. 2. 3. 4. 5.	**3-YEAR PICTURE™** **Future Date:** **Revenue:** $ **Profit:** $ **Measurables:** **What does it look like?** •
CORE FOCUS™	**Purpose/Cause/Passion**: **Our Niche:**	
10-YEAR TARGET™		
MARKETING STRATEGY	**Target Market/"The List":** **Three Uniques:** 1. 2. 3. **Proven Process:** **Guarantee:**	

© 2003-2016 EOS. All Rights Reserved.

THE EOS MODEL™

THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME:

TRACTION

1-YEAR PLAN

Future Date:
Revenue: $
Profit: $
Measurables:

Goals for the Year:

1.	
2.	
3.	
4.	
5.	
6.	
7.	

With your cursor in the last row, press Tab to add another row.

ROCKS

Future Date:
Revenue: $
Profit: $
Measurables:

Rocks for the Quarter:		**Who**
1.		
2.		
3.		
4.		
5.		
6.		
7.		

With your cursor in the last row, press Tab to add another row.

ISSUES LIST

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

With your cursor in the last row, press Tab to add another row.

© 2003-2016 EOS. All Rights Reserved.

Step 3: Clarifying Vision

Unfortunately, simply coming up with a vision is not enough. The next step, arguably more important than the first, is clarifying that vision. For example, they suggest in *Traction* that the leadership team work with the VTO over 3 months before they share it with the rest of the company in order to have time to clarify their vison.

If done right, your VTO includes _____ than you can accomplish.

If done right, your vision will be _____to your church.

In short, clarifying your vision includes:

1. Time
2. Testing (on with your leadership and congregation)
3. Tweaking (willingness to change your baby)

Step 4: Communicating Vision

Vision is telling a story, but your church is not the hero[10] I personally think that this (building a vision, creating systems to support it) is the one of the most aggravating, time-consuming, frustrating, humiliating activities when starting a church ... but it is also one of the most rewarding when you start to get it down.

- How to Communicate Vision?
  - New Member Lunch Meeting/orientation
  - In church (before offering, in sermons, at worship welcome)
  - With your leadership & coordinators
  - Just when you are sick of saying vision is when people start to grasp it. –Andy Stanley (paraphrase)
  - Vision must be shared relentlessly. It is up to you to make sure your people know where you are going and how you, under God, plan to get there.
  - On Everything you produce
  - Everyone can say what you are about
  - Website and every publication
  - Ask yourself: What do I want them to **Know, Feel, Do?**

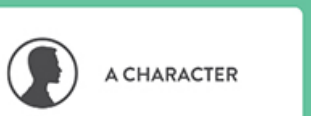
> ***Open Idea:*** *If you find that you're early, late, over-staffed, or under-funded, the key is to lead through it. Don't just hope no one will notice. Instead, address it head on, offer a solution, and, most importantly, follow through on it. People generally love to be in on the ground floor of something, and as long as you lead through the situation well, they'll support you.*

Task: Practicing with something you are not emotionally involved in....a Bob's Mattress Emporium (yes, picture guy doing commercials in some sort of costume).

[10] Resource: *Building a Story Brand* by Donald Miller

PROJECT _____

THE ONE PAGE BRANDSCRIPT



A CHARACTER

What do they want?

MEETS A GUIDE WHO UNDERSTANDS THEIR FEAR

Empathy

Authority

THAT CALLS THEM TO ACTION

What's the call to action?

SUCCESS

Successful Results

-
-
-
-
-
-
-
-
-
-

AND GIVES THEM A PLAN

Summarize your plan

THAT RESULTS IN...

WITH A PROBLEM

External

Internal

Philosophical

FAILURE

Tragic Results

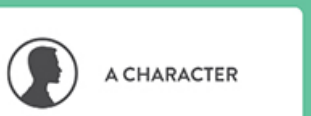
-
-
-

STORY BRAND

StoryBrand.com

PROJECT _____

THE ONE PAGE BRANDSCRIPT



A CHARACTER

What do they want?

MEETS A GUIDE WHO UNDERSTANDS THEIR FEAR

Empathy

Authority

THAT CALLS THEM TO ACTION

What's the call to action?

SUCCESS

Successful Results

-
-
-
-
-
-
-
-
-
-

AND GIVES THEM A PLAN

Summarize your plan

THAT RESULTS IN...

WITH A PROBLEM

External

Internal

Philosophical

FAILURE

Tragic Results

-
-
-

STORY BRAND

StoryBrand.com

Bringing it Home:

Group Discussion: What are your two biggest takeaways from our discussion on vision?

We need your help? What was frustrating, unclear or could be said in a better way in this module?

Example of "Worship/Grow/Serve/Reach" Vision

WORSHIP…is not just once a week, but living our lives everyday for Jesus. We follow Jesus by meeting regularly around God's Word and Sacraments to be built up by the Holy Spirit and also to encourage one another with message of forgiveness in Christ alone. We believe in utilizing the heritage of the church past and present to proclaim Jesus clearly as we can.

GROW…We follow Jesus by growing in God's Word not just once a week, but through our own personal study. We are also committed to study God's Word together in an environment of encouragement, accountability and prayer.

SERVE... Compelled by Jesus' love for each of us, we seek to live his love by serving both believers and those far from God by imitating Christ's love for all people. We seek to live this life of service not just once a week, but everyday of our lives.

REACH... We believe each Christian is called to live the love of Jesus by reaching out with the message of forgiveness both in our personal every day lives and through the support of mission locally and throughout the world.

Eternal Rock Plumb Lines

- We expect **three hours a week**-*(1hr worship, 1hr Connect Group and 1hr Service).*
- Think *and* act as a church twice our size.
- We believe in people before bricks, but we will also provide a plan to build.
- Most churches build too soon and too small.
- We believe in "homegrown" staff.
- Do all things with excellence.
- We are *a* church, not the *only* church.

Worship

- The Holy Spirit works through the Means of Grace (God's Word and Sacraments) so we will emphasize the Means of Grace in worship.
- The Christian Church has been worshiping for 2000 years, so we will **honor both past and present forms of worship.**
- To emphasize quality music, we will have paid staff.
- The words of our music will proclaim Jesus Christ.

Grow

- To emphasize the importance of kids, we will have paid staff.
- The best way to grow is to read the Bible for yourself.
- It is hard to do something everyday all year long, so we will encourage our members to participate in Connect Groups during the semester and personal reading and devotion in between semesters.
- We will not take over the Christian education of children, but partner with parents.
- We are a church of Connect Groups, not a church *with* Connect Groups.
- The purpose of our Connect Groups are to pray, study, serve and fellowship together.
- Kids are important, but do not rule.
- Breaks are essential for growth, so we will work in semesters.
- Our end goal is a maturing faith, not just church attendance.

Serve

- We have an expectation of serving in the community or in the church
- We will help provide "easy wins" for people to get started serving.
- Volunteers are precious, so we need to have clear owner/leader/plan for each project.
- We can't be essential to the whole community, but we will be essential to the organizations that we have contact with.
- We will have service opportunities for members and non-members alike.
- Our service opportunities should have easy on and off ramps (easy to get trained and started, easy to get out if you don't like it).
- Be the best neighbor your neighbor ever had.

Reach

- We will offer regular sermon series so that there are beginning points for people to invite their friends and family to hear God's Word.
- Our series will focus on outreach *and* inreach
- We will make it easy for people to invite their friends/family to church (website, cards, postcards, etc.).
- Always be thinking and planning to start another church.
- The fastest way to reach more people with Christ is to start churches, so we will seek to support new church plants.
- Be the best neighbor our neighbor ever had.
- Have your neighbor over before you invite them to church.

Finances

- We believe in stages of giving (sporadic, regular, percentage & extravagant)
- The first donation is one of the hardest, so we want to thank first-time givers
- We believe we should give back 10% of our offerings to the Synod
- All money is from God and we will use it to advance his kingdom locally and abroad.

Coordinators

- Teams bigger than five are hard to manage (Worship, Children, Set-up, Reach, Serve, Grow Groups)
- We want our pastor to invest in our coordinators.
- The less pastor does, the more that gets done.

Leadership Council

- Every other meeting will be business
- Every other meeting will focus on learning and socializing.
- Our highest standards (Worship, Grow, Serve, Reach, Offering) are expected of our leadership council and staff.
- Our Leadership Council implements our vision

Pastor

- Our pastor must grow with the church
- Our pastor should preach, teach, invest in leaders and share the vision.

Don't forget, we are in the people business.

Connecting with Prospects/Members

- Connecting with members
  - Church Community Builder Software
  - eLetter
  - Saturation Mailings? (See Sample)
  - Bulk mailing
  - ABCD digital contact each month
  - ABCD visits each year (see sample)
  - Textinchurch.com

Welcoming New Members

- Have new member Sundays
- Have them share a passage that means something to them.
- Give them a shirt or hat with your church logo, etc.
- Give a book e.g. *This We Believe, Prodigal God or What Jesus Means to Me.*
- Take them to lunch or go to their house to cover expectations, etc. (church hacks, example of what we include)
- Textinchurch.com
- KEEP Shepherding Plan
  - K-notice they are gone (take attendance every week)
  - E-ngage them. (send text with link to sermon)
  - E-ncourage them (with text from personal cell phone) after 3 weeks
  - P-astoral Council (phone/call visit

Bringing It Home

1) Write your vision of what it looks like to become a member at your church.

2) I plan to XXXX and XXXX to keep contact with my members and prospects.

Sample visit schedule
Every Member Visits. I have devised a schedule that divides the membership into months: **bold visited**

a. **January** (ABC) Alff, Anderson, Bohnen, Burbee,
b. **February** (DEF) Demko-Dijulio, Doehler, Drake, Edinger, Evans, Friederich
c. **March/April** (GHI) (skipping the month with Easter) Geiger, Hawkins, Hilgendorf, Homrich, Hooks
d. **May** (JKL) Jeske, Johnson, Knoff, Konen, Kukla, Langdon, Lecrone
e. **June** (MNO) Mann, *Meyer*, Misuraca, **Moccia**, Mortag, **Oldenburg**, Oxton
f. **July/August** (none)
g. **September** (PQR) *Raines*, **Rosenberg**
h. **October** (STU) Schnorr, Schnorr, Schweitz, Seidl, Sillan, Stein, Sutherland, Tesmer, (call Mortag & Raines, could not make September)
i. **November** (VWXYZ) Waring, Weise, Whatley, Willems, Williams, Yonce (Call Meyers, they could not make September)
j. **December** (none)

Church Planter Intensive

Systems & Structure

Outline

In this module we will look into how tightly connected vision, systems, volunteers and structure are connected together.

1. **Structuring for Growth**
2. **Understanding systems**
3. **Creating systems**
    - **Idea**
    - **Test**
    - **Document**
    - **Review**
4. **Utilizing Volunteers**

Assumptions

Today, pastors need to work both ___the church ***and*** _____the church.

The _____I do, the more that gets done.

Your most valuable resource in your church is your _____

People give to vision: People _____ for a vision.

Healthy Vision/Systems/People are in all _____ and dependent on each other.

Why we don't

- Engaging volunteers can be _____
- Doing it yourself the first _____ times is almost always easier.
- Creating a vision often seems _____
- Unless you're a _____ creating systems is awful.

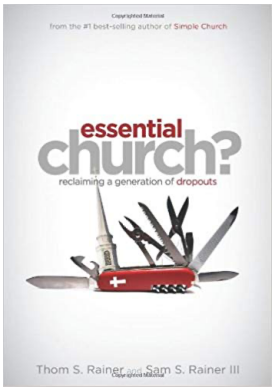
However…

- Engaging volunteers allows you to work in the church on your proficient passions.
- Working on the church sets up their next pastor.
- With another person, you don't feel like quitting on the same day.

1. Structure for Growth, not control.

There are a variety of ways to structure your church. The classic model is a larger church council with regular, long-ish meetings. They have representatives for education, financial secretary, treasurer, etc, each the head of a committee that meets regularly. While this seems very volunteer-centric in theory, reality can be very different.

When you are first starting out, a church that is nimble and action-oriented is key. Your structure will either support this idea or hinder it.



Church Structure

- *Simple Church better Essential Church*
- Control v. Growth
- Don't be the bottle neck
- Big gear vs. small gear
- "The more you do, the less that gets done!" – someone smart
- Coordinators (see sample)
- Leadership Council vs. Voter Driven
- "Leading" v. "Lobbying" your church council, why "rough draft" is an essential concept

Rough Draft

Leading v. Lobbying your church council, why "rough draft" is an essential concept (resource Sticky Teams, Larry Osborne)

- Coming to a decision
  - Consensus-canned, low risk, low impact
  - Dictator-once sided, naturally we look for problems
  - Rough draft-better buy in, well thought out, starting point
  - Every other meeting theory (one meeting business, the next growth as a council)-Osborne idea

- Why rough draft?
  - You think about your church more than anyone else
  - You are asking for input
    - Great Resource *Culture Code* by Daniel Coyle In the book Coyle looks at what great culture is and how it is built in great organizations like the San Antonio Spurs, Google and others.

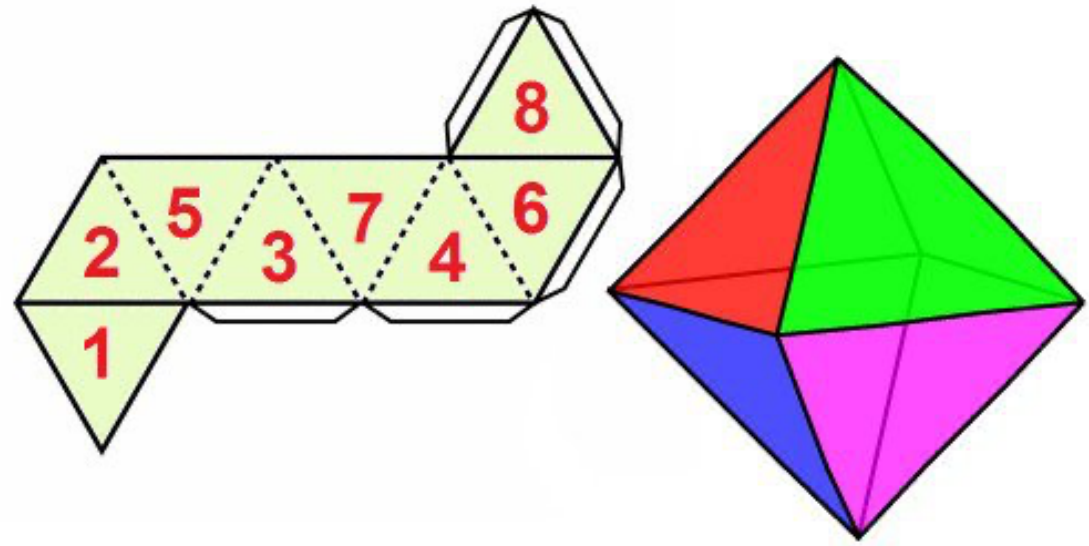
You are the Problem. No seriously, you are the problem.

The art of serving, leading, training, equipping, encouraging, listening, and a willingness to the carry out the most menial tasks is probably the hardest balance to walk as a pastor. If you want to do it all you can. If you want people to be amazed by what you do, you can. If you want things done just the way you want, you can, just do it yourself. Now for the worst part: If something is not working, as the leader, it is 100% your fault (basically, a system problem).

What is fighting against you?

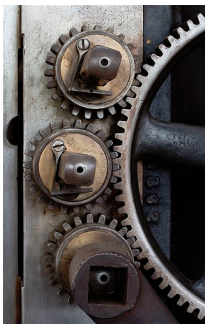
- It is usually easier to do it yourself the first three times.
- It feels good to feel needed.
- You know everything that is going on.
- Listening is exhausting.
- Volunteers may leave.
- People forget the "why" (so you have to constantly remind them).
- Documenting is the worst.

A family can only have a meaningful relationship with <u>eight</u> other families

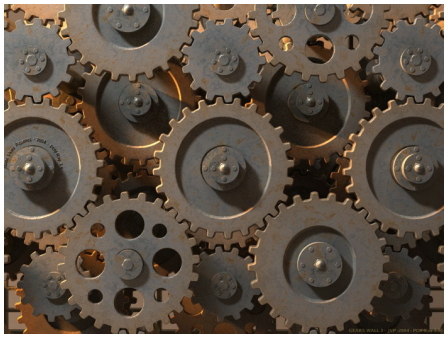


A pastor can only invest in <u>five</u> people[11]

Big Gear vs. Small Gear



VS.



Coordinators (you get what you *inspect*, not what you *expect)*

Task 1: Take five minutes to think of some times that you were an unnecessary bottleneck to a larger project or when you are doing something outside of your gifts that you have started to dread?

Task 2: What is wrong with our org chart as it relates to what we just talked about?

[11] Okay, this number really depends on the person…but, in general, use the number five.

Eternal Rock Organizational Structure

Leadership Council

John Witt (president), Randy Sillan (vice president/secretary), Bob Brown (treasurer) , Eric Schmidt (financial secretary), Charles Looney (Facilities) Pastor Oldenburg (ex-officio)

ADMINISTRATION							WORSHIP					GROW		SERVE		REACH		MEMBER CARE	
Leadership Council	Land & Facilities	Staffing	Technical	Secretary	Reports	Treasurer	Worship Services	Music	Set-up	Hospitality	Guests	Adult	Youth Children	Projects	Mission Trips	Events	Promotion	Member Care	Fellowship
John Witt (president)	John Witt	Pastor	Pastor	Pastor	Pastor	Bob	Pastor	Carrie	Jason	Aimee		Pastor	Barb	Janelle	Justin		Jen & Jessica	Pastor	Gloria
Vision Casting Mission Vision Long Range Planning	Land Search	Appreciation Hiring Reviews	Planning Center Text in Church MyER iStock Dropbox Graceway Media Constant Contact ProPresenter Website Facebook	Reminders Collating Communication	Reports State files	Banking Donor Appre. Payroll Thank yous Bills Taxes Financial Secretary (Eric Schmidt) Counting Statements	Sermons Series Altar Care banners Flowers Paraments Communion	Equipment Recruit musicians Song selection Run Practices Special Services	Trailer Team Equipment Maintenance Equipment replacement Set-up Teams	Church Picnic Baptisms Easter Brunch Confirmations Pot Luck Dinners	Guest Follow up Donut Pickup Greeters Guest Cards	Grow Groups (Melani) Men's Bible Study Women's Bible Study Pastor	Nursery Rock Kids Confirmation (pastor) Youth Group (Justin) 5th-7th 8th-High School Special Programs: Easter 4 Kids Adventure Camp Christmas Program	Blessings Bags Food Drive Middle School Staff Middle Schol facilities	Overseas Arizona Trip		Social Media (Amanda) Postcard Digital	Elders Marriages Baptisms Hospital Visits Shut in Visits Counseling	Connect Ladies Group

FOLLOW JESUS, LIVE LOVE

COMMON LOVE FOR CHRIST + UNCOMMON LOVE + SPECIAL PLACE TO BE + WE STEP-UP

2. Understanding Systems

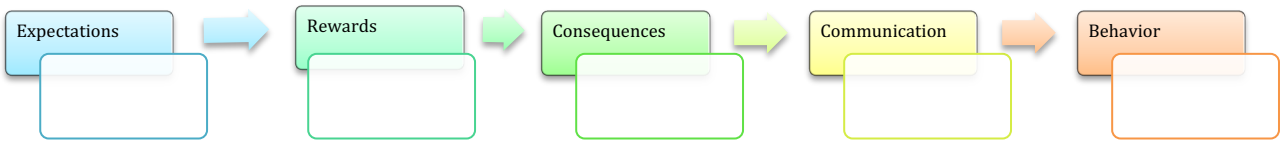
If you are not going to do it all, you need systems to support your volunteers.

We care about systems because we care about people.

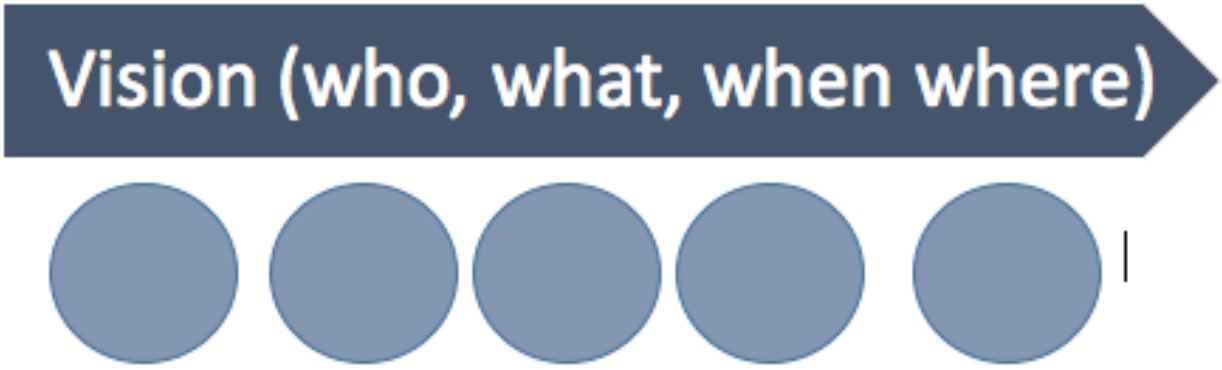
Every _____)_ has systems.

Systems shape behavior (at least at home)

Recruit for_____ needs (see example Step-up sheet)

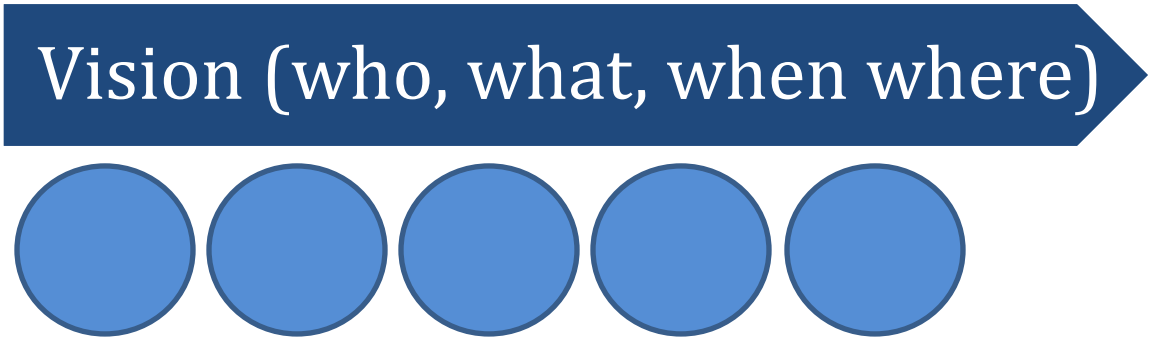


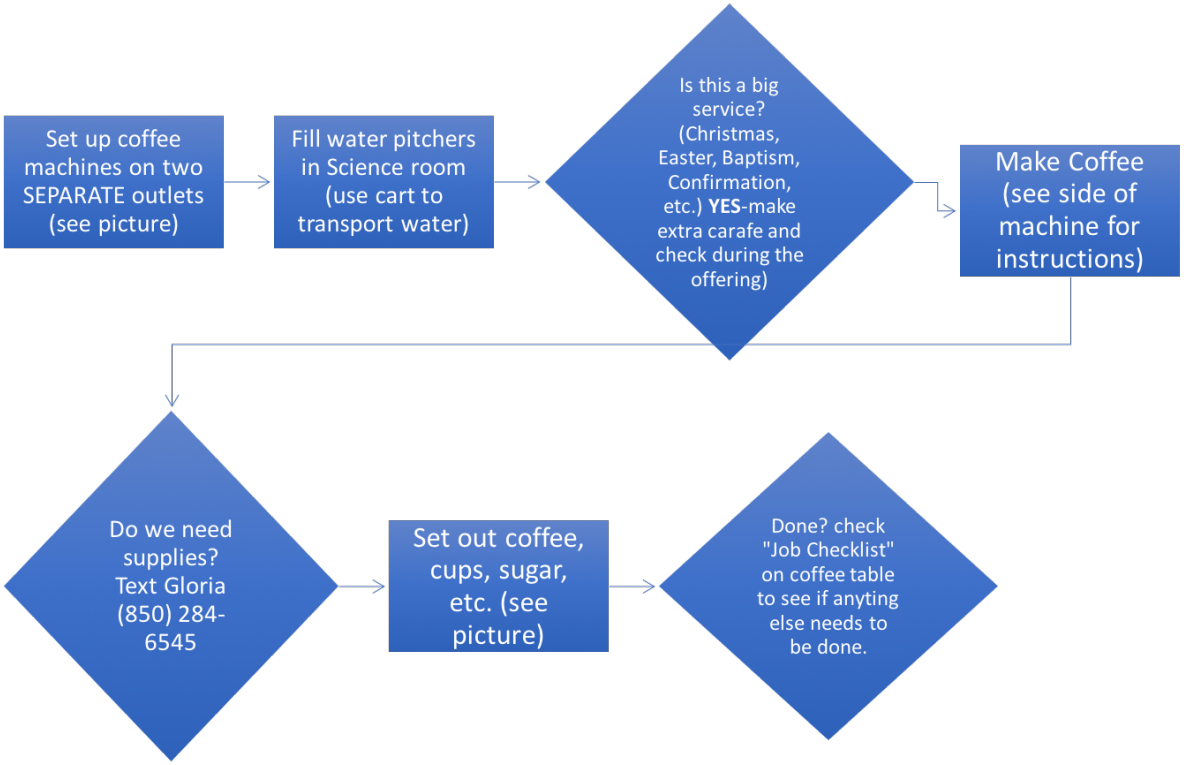
Expectations? What is a win?
Reward? Thread to the cross.
Consequences? Impediment to the gospel
Communication (see example below)
Behavior What is a win?



Every System has a _____

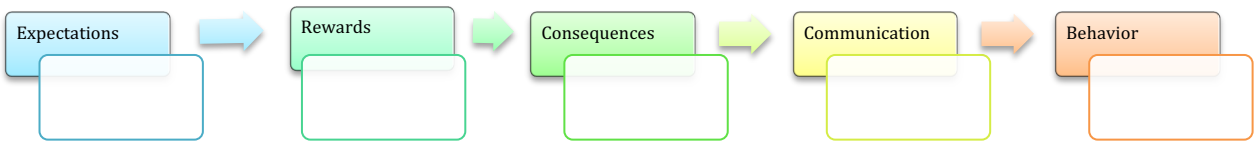
The systems that got you to this point, will not get you to the _____.



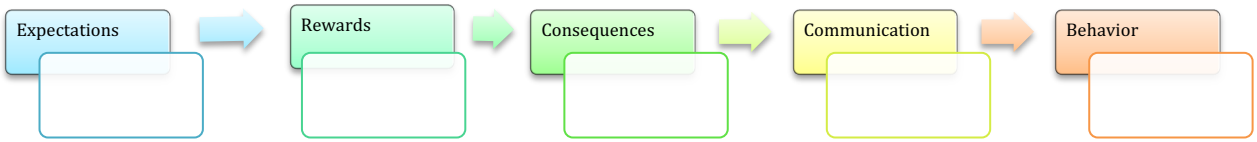

Set up coffee machines on two SEPARATE outlets (see picture)
Fill water pitchers in Science room (use cart to transport water)
Is this a big service? (Christmas, Easter, Baptism, Confirmation, etc.) YES-make extra carafe and check during the offering)
Make Coffee (see side of machine for instructions)
Do we need supplies? Text Gloria (850) 284-6545
Set out coffee, cups, sugar, etc. (see picture)
Done? check "Job Checklist" on coffee table to see if anyting else needs to be done.

3. Creating Systems

Example 1: Getting your kids to clean the kitchen.



Example 2: _____ (something useful)



Chances to "Step Up"

Administration

- **Volunteer Coordinator**-*work with pastor to help organize and encourage volunteers*
- **Admin Help**-*work from home 1-3 hours a week on administrative tasks*
- **Collate Service Folders**-stuff and get service folders ready (could be done anytime Friday am-Saturday afternoon
- **Build Systems**-*work with pastor and coordinators to establish and implement* systems for efficiency and consistency (one of our goals this year!)
- **Host Teens from Michigan**-*provide a comfortable place for 2-4 teens to stay July 1-2*

Worship

- **Worship Multimedia**-*create or run slides for and during worship*
- **Worship Multimedia**-*work to establish multimedia on upgraded platform on cloud*
- **Play Keyboard-***play keyboard during worship*
- **Follow up on Worship Guests**-*help guests feel welcome and informed about ER*
- **Welcome Team Usher**-*welcome guests, handout bulletins, etc.*
- **Welcome Team Greeter**-*Welcome members & guests by main doors before and after worship.*
- **Welcome Team Coordinator**-*work with pastor to schedule, recruit, train and set reminders for welcome team volunteers*
- **Altar Care**-*establish best practices for altar arrangements, flowers, banners, etc.*
- **Set-up Team-***volunteer to help set up and take down each Sunday (every 4th month)*
- **Set-up Coordinator-***work with pastor to establish best practices, encourage volunteers and maintain mobile church*
- **Worship Directional Signs-***set up worship directional signs between Friday night and Saturday morning and take them down after church (1-3 signs…by Meadows/Prairie View intersection, by the Middle School, etc.)*
- **Pick up Donuts/Bagels-***pick up already paid for bagels or donuts before coming to church*

Grow

- **Rock Kids Teacher**-*teach ages 4-5th grade one to two months each year with a partner*
- **Coordinate Men's Bible Study**-*work with pastor to promote and establish Men's Bible Study in August*
- **Host Women's Bible Study-***open your home for a study in August*
- ***Coordinate Women's Bible Study***- *work with pastor to promote and establish Women's Bible Study in August*

Serve

- **Serve Coordinator-***work with pastor to brainstorm, promote and implement service opportunities (for example mission trips, community service, etc.)*
- **Service Project Lead-***help coordinate, plan and recruit for a single service event (for example, 1000 blessings bags in December)*

Reach

- **Reach Coordinator-***work with pastor to brainstorm, and coordinate our outreach efforts (for example, mailings to new residents)*
- **Hang door flyers-***July 2, work with our teens and a group of kids from Michigan to hang invitations in the neighborhood*

Other Need you see that you want to help out with?_____

Name:_____

Email:_____

Phone:_____

4. Thank Your Volunteers

- Thank volunteers with gifts, recognition and insider information/decision making
- Buy Starbucks on occasion of the whole set up crew
- Be proactive in thanking staff of where you rent—we buy things for staff at the Middle School 3x a year.
- Regularly buy coffee cards for the custodian that cleans up after you are done at school or wherever. We also buy restaurant gift cards about once a quarter.
- Take staff out for appreciation dinner twice a year with their families.
- Take all Sunday school teachers and their families out for pizza once a year.
- Give each Sunday school teacher a $5 coffee card after their month of teaching
- Have meetings with coordinators over lunch and pay for lunch…makes a good start and end time to the meeting and shows appreciation. Everyone likes to go out to eat.

System Example (This is communication to set-up team)

Set up confirmation email

Hi {FIRST_NAME}

Would you consider helping set-up and takedown in the month of September? I realize that with younger kids it could be difficult. Perhaps, you could take turns helping or you could do it as a family? Here are some of the times:
8:30am Meet at school
9:00-9:15am done setting stage so that the band can practice.
9:30-done with all set up. Drink coffee, talk, have a donut.
9:45am- keep an eye out for people to welcome to church by saying "hello" or giving them a service folder.
We have 4 teams, so a particular team is on for one month, then off for 3 months. Also, if you would get an email that schedule that lets you "accept" which Sundays you can help or let us know if you will be gone. This is really important because it helps your team leader know if they will be short on a given Sunday.
So, what do you think?
Jason

Post Script: You should receive an email with the subject "Volunteer Request." At the bottom you can let us know which Sundays you can help by clicking the green "RESPOND" button. Thanks!

5 days before txt

Thanks so much for your willingness to help set up. If you have questions, just let me know. We are blessed to have you on the volunteer team! ~ Jason

Saturday before txt

Just a quick reminder. We meet at 8:30am tomorrow for set-up. Thanks for stepping up! ~ Jason

Two weeks in txt

Ok, we are couple of week into set-up. Is anything broken? Please let me know. Short supplies? Just text Gloria directly 850-284-6545. Thanks! ~Jason

Appreciation txt

We really appreciate how you have helped out with set-up this month. Can you think of a better way to do things? Please let me know! Thanks again! ~Jason

Down Town Movie Night

Date: August 25, 2017-6pm street fair, dusk movie starts
Where: Library parking lot, but using our property for train.
What: Offering glow stick prizes for kids who can get the bean bag on the board or a sticker if they get it in the hole. Offer Love Local Refrigerator posters to Adults. Have iPad there so people could sign up for eLetter?
Purpose: To connect to the community at our new site. Create awareness and talk with families in the community.
What is a Win:

- Have 25 positive conversations about our new location.
- Give out 400+ glow sticks
- Have 20 people sign up for eLetter or to get more information
- Volunteers have fun!

Supplies:

- 2 Tables (with stretch covers)
- EZ up tent (10'x20')
- 600 glow bracelets, 100 colored ER stickers, box of wikki stix
- Tape to Mk the start line depending on age
- Boards and Bean Bags
- Poster Boards of Architect Drawings
- Easel for Architect Drawings
- Ipad or Kiosk so people could sign up for eLetter??
- Love Local Refrigerator Cards

Timing:

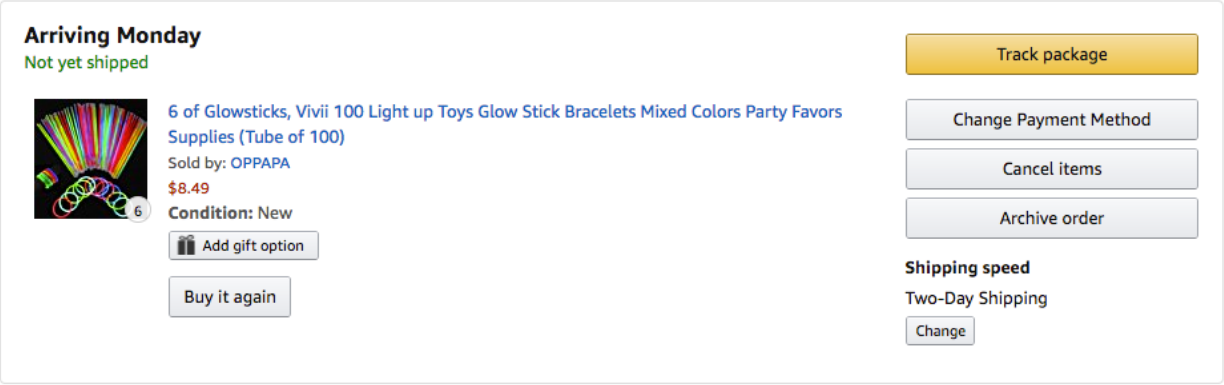
- 30-days Out
  - Phone call with Reach Coordinators-*pastor, Jessica*
  - Order supplies-*pastor*
  - Recruit teens to help work the booth-*pastor*
- 1 Week Out
  - Send out reminder txt to volunteers-*pastor*
  - Double check all supplies are ordered-*pastor*
  - Weed killer on property-*Ben?*
  - Print up Architect Drawings-*pastor*
- 1 Day Out
  - Gather all supplies and leave at church
- Day of Event
  - 5:00pm meet with Reach Coordinator and Teens to set up tent, grill up some food, etc.-, *Jessica, Pastor*
  - 5:30pm Train Teens on what to do- *or Jessica*
  - 6:00pm Street Fair
  - 7:41 Sunset (guessing we are done once the move starts)

Clothes:

- Love Local ER Shirts
- Nametags?

Support Information:

https://www.wikkistix.com/product/assorted-fun-favors/720_bible_fun_kit/



Reminder email to parents of teens:

Hey parents and teens,

This Friday, the town of Castle Rock is holding it's downtown movie night (Rogue One) across the street from our new property. They are also having a street fair for kids (games, bouncy house, etc). We are hosting a booth where the kids get win glow bracelets or stickers after tossing a bean bag at corn hole board.

Anyway, it would be great if your teen(s) had some interest to help. This would also count at volunteer hours for high school. I know Castle View has their "Back to School Dance" but there should be time to help out before then.

Please let me know if you can or if you can't help out!

Thanks for considering!
pastor

Here is the schedule:

Day of Event

- o 5:00pm meet with Reach Coordinator and Teens to set up tent, grill up some food, etc.-, *Jessica, Pastor*
- o 5:30pm Train Teens on what to do- *Aimee or Jessica*
- o 6:00pm Street Fair
- o 7:41 Sunset (guessing we are done once the move starts)

Administration

Design Work

- Canva.com (online design, very easy to use)
- Gimp (online with more functionality)

Website/Facebook/Media Discussion

- Most people visit, but they only visit once
- If you want a conversation, use Facebook
- Update regularly, clean, simple, basic information

Resources: (Clover.com, there is a like at www.eternalrock.org, other churches use Squarespace and the sites look pretty good.

Record Keeping

- Running total of current membership see next page
- Filling out reports for DMB (see example)
- Running total of attendance on spread sheet (Track adults and kids and guests)

Church Management Software

- Church software for tracking, we us ccb (church community builder for a few reasons)
    - One data silo
    - Printable directory
    - People control their own profile
    - Groups
- I know others use www.planningcenteronline.com and there are some other very inexpensive options.
- Keep in mind, you only get one shot at launching it.

Name Box

Eternal Rock Attendence

	A	O	P	Q	R	S	T	U	V	W	X	Y
									Memorial			
	DATE	8-Apr	15-Apr	22-Apr	29-Apr	6-May	13-May	20-May	27-May	3-Jun	10-Jun	17-Jun
	Total	121	120	124	108	122	120	116	86	128	147	111
	Adults	79	73	64	65	82	80	72	64	84	100	57
	Total adults	1025	1098	1162	1227	1309	1389	1461	1525	1609	1709	1766
	Serving											
	Kids under 18	42	47	60	43	40	40	44	22	44	47	54
	WELS LOCAL										4	
	WELS GUEST		6						20			
	PROSPECTS	13	11	19	15	20	22	11		15	36	11
	New Guest	1	2		3	11	11	3		3		2
	Cumm Total	1682	1802	1926	2034	2156	2276	2392	2478	2606	2753	2864
	# Weeks	14	15	16	17	18	19	20	21	22	23	24
	Average	120	120	120	120	120	120	120	118	118	120	119
	Average Adults	73	73	73	72	73	73	73	73	73	74	74
	Total Offering											
	CALLS											
	phone											
	Personal											
	Lay-cal											
	Lay-personal											
	Inreach Calls											
	Jeff Yonce											
	Mason, Sandra (WELS from Houston)											
	Ashley and Josh (Maiden Carter)											
	Lois and Angela											
	zw Aaron Peoples											
	Alex Mielke & Rachel Monroe											
	Alff (Lorraine, Justin +due October 2018)	2	2	1	2	2		2	2	2	2	
	Anderson (Max & Erin & Ansel, Elin)									4	2	
	Austad (Tanner, Parker) brothers of Bethany K)				1	2	1	2	1		5	1
	Borg (Casey (husband), Jessica & Autumn & Kat)											4
	Brown (Bobby, Julie, Henry, Alex, Thomas, Maddie, Evelyn)	4		6	4	7		7		7	1	1
	Builders for Christ						9	13	7	9	9	9
	Burbee (Tyler & Ellie)	2			2	1	1		2	2	1	1
	Calkins Josh & Jordan	2	2	1			2		4		2	
	Calkins Aaron & Aimee											
	Carlson (Caleb & Lauren & JARED)	2	2	3	3		2	3			4	
	Colby (John, Ann, Ashley, Huck, Riley, Maarten)	5		2		5		4	4	4		
	Devin Rice & Kitty Kirkpatrick (Sophia & Rayn)			4	3	4	4	4		3	4	
	Dijulio (Deborah & Michael)											
	Earnhardt (Joey, Ali...Julia)	3	2	3		3	3		3	3	3	4

	A	B	C	D	E	G
45		Adult Confirmation	72	104	Yvette Waring	
46						
47		**2013 Summary**				
48		Total Gain	23	32		
49		Total Loss	5	8		
50		Adult Confirmation	10	15		
51		Youth Confirmation	0			
52		Adult Baptism	1	0		
53		Baptism		2		
54		Transfer	13	17		
55		Profession of Faith	0			
56						
57	**2014**		**72**	**104**		
58						
59	12-Jan	Baptism	72	105	Taelyn Amy Bohnen Daughter of Neal & Rochelle Bohnen b. December 30, 2013	
60						
61	24-Jan	Release	71	102	Dorann, Maegan, Alison Langenkamp	
62	5-May	Release	69	98	Kristen & Bill Tschanz (Brennan & Cayden)	
63	5-May	Release	68	96	Ruth & Gunnar Johnson	
64	8-May	Baptism			Piper Rae Ridler (daughter of Lance & Natalia Ridler)	
65						
66	18-May	Transfer	69	97	Mark Tesmer (transfer from Duluth?	
67		Transfer	70	98	Susan Tesmer (transfer from Duluth?)	
68		Transfer	71	99	Justin Raines (transfer from ?)	
69		Transfer	72	100	Melissa Raines	
70		Adult Confirmation	73	101	Deborah Demko-Dijulio	
71		Adult Confirmation	74	102	Michael Dijulio	
72						
73	1-Jun	Youth Confirmation	75	102	Ryan Johnson Jeremiah 29:11 (son of Todd & Shelley Johnson)	
74						
75						
76						

CONGREGATIONAL MONTHLY REPORT FORM

CONGREGATION:	Eternal Rock Lutheran Church	MONTH OF:	April 2014
CITY:	Castle Rock	PASTOR:	Jared Oldenburg

MEMBERSHIP	COMM.		SOULS		ATTENDANCES	76/month 81/ Jan-Dec
GAINS: Transfers in:	8		0		Worship (ave.):	
Professions of faith:	0		0		Visitors -First time Prospects:	24
Adults confirmed:	0		0		Repeat Prospects:	5/ave wk
Children confirmed:	0				Non-prospects:	2/ave wk
Adult Baptisms:	0		0		Adult Bible Class (ave./wk):	
Child Baptisms:			0		Teen Bible Study/Kids' Bible Hour(ave/wk.):	0
Total Gains:	0		0		Sunday School (ave./wk):	8
LOSSES: Transfers out:	0		0		Bible Inform. Class (no. enrolled)	2
Releases (of all types):	0		0		In-home Bible Study (no. enrolled)	54
Deaths:					Confirmation	8
Total Losses:	0		0			
NET CURRENT MEMBERSHIP:	72		104		FINANCES (current month only)	
					Total Monthly budget:	$ 16,250
					Total local offerings:	$12,000 est.
CALLING ACTIVITY					Total special gifts and offerings:	-
	PASTOR		LAITY		Total offerings gathered:	$12,000est.
Initial survey calls completed:					Monthly Expenses:	$16,250
Law/Gospel Presentations:	2				Subsidies received:	$ 10,000
Telephone contacts w. prospects:	25		11		End of Month Checkbook total:	$30,000 est.
Personal contacts w. prospects:	21		9		Designated Building Fund	$160,000 est.
Inreach calls:	9				Total loan balance:	$ 000.00
Number of Prospects on list:	49 fam.					

ADMIN	• Taking all our "extravagant" (over $5000 a year) out for lunch or dinner individually. This is a thank you and to listen to what they have to say. We have six or so families/individuals in this category. Only have two more meetings left to schedule. • We are planning a church planter weekend with Spiegelberg May 8-11. • Still looking into various land locations, we estimate purchasing land within the next 18 months. • Submitted our request for continued subsidy and a request to move to Mission Development phase. We requested $67,000 in subsidy for 14-15 and $57,000 for 15-16. Both were approved. • Todd Johnson & Tim Meyer are meeting to discuss what we think we are looking for in land and buildings. • Lee-Ann Hayen was hired as the new principal at Castle Rock Middle School. I got to be part of the interviewing process and know Lee-Ann from my work on the SAC. Lee-Ann is currently the vice principal at CRMS. I expect to continue to have a positive relationship with Lee-Ann and the school. • **I am going to the Exponential Conference in Orlando. This is the largest church planter conference in the US. I am taking the 2.5 day course on "Church Planting years 3-5"** • Offerings appear to be on track.
WORSHIP	• Average attendance for March was 88 (62 adults). We averaged 55 in 2012 and 79 in 2013 (including Easter). So far we have averaged 97 for April, but that includes Easter. We averaged 60 in 2012 and 67 in 2013. • We are preaching though the Sermon on the Mount with Memorial Day and Mother's Day as special services. We will finish in time for Confirmation on June 2. we have one youth confirmand this year. • All told, we have over 12 singers and musicians that regularly help out with worship. • **We had our largest attendance ever for Easter, 151 people. There were a fair amount of non-prospect family in town, but we also had close to 30 prospects. Four people came from the postcard, but most from word of mouth.**
GROW	• Barb Williams has been doing a great job organizing Rock Kids and the nursery schedule. Both of these are one of the first onramps for our new women to help out at church. • Rock Kids has about 6-12 in attendance each week. The teachers seem to enjoy the NEW curriculum. We have enough volunteers that the two teachers should only teach 2 months a year. • Excited to have 8 kids coming to confirmation each week. We had a great retreat in Breckenridge March 20-22, with adults and kids we have 20 people. Unanimously, we plan to do it again next year.
SERVE	• We have one volunteer working at the Douglas County Task Force. • I am now the Chairman of the Middle School Advisory Council (this is my third year on the council). I was asked to serve again next year. • Our set-up has expanded to three teams based on Grow Groups. This has worked out really well. We are planning on expanding to 4 teams in June. • In March we are tried a new service project called "God's Money." We are giving each Grow Group $500 seed money to distribute to a local organization that helps people. They are going to talk about it as families then decide how they want to give the money as a group. Ideally, their will be a volunteer aspect to their decision. This seemed to be a big success
	(all groups except one have volunteered). The money went to 4 organizations. The last group is just waiting on the Middle School's plan so they can build Chromebook Storage Units. We plan to collect photos and videos to make an imovie.
REACH	• Facebook and Google Ads continue, although we have slowed the money we are putting into Facebook. • We sent 7000 postcards for Easter. Next postcard will probably be Christmas or a fall mailer for the start of school and routines. • We believe in emphasizing one area (Worship, Grow. Serve, Reach) each year. This year we are focusing on Reach. • Our banners are up on the school property. We ordered a banner frame, so they look professional. It is called a fiberframe. They look great. • ***We considering changing our philosophy in Reach. For two years we sent 6000 postcards about 5x a year. We are considering moving more towards social media and considering talking with experts about this. Update: We are continuing reading and researching social media and will probably hire a "consultant" to help us make the plan. We figure it is money well-spent as long as it is cheaper than one postcard mailing (7000 mailed postcards is about $1700).***

Passing on Your Church

Question: Let's argue/discuss. Imagine you just accepted a call to a new ministry. Which or what of the following information in the "Ministry Handoff Questionnaire" would you find helpful? Not helpful?

Group Work: Based on the following scale, how ready would you feel to fill out this information.

Not even close — I Got This!

1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 - 10

Ministry Handoff Questionnaire

The following questionnaire is simply that: a questionnaire. The intent is not to document a case or to provide the basis for others to judge your ministry. We are asking these questions so the that next pastor can shepherd this church in the best way possible and as much as possible to make difficult transition a little easier.

It is preferred that all records and files are shared digitally with at least one backup available.

Basic: Church Name, Address, Phone, Website (or other social media), Synod ID Number, Year Founded

Staff (Position and Name)-include contracts such as lawn, cleaning, pest control, snow removal, etc.)

Records and Documents

- Worship Attendance Records (Ideally with breakout for kids, prospects, WELS guests and members)
- Mortgage documents and balance
- Location of any leases and status (copier, building, parking, etc.)
- Capital Campaign balance/status and goals
- Current Prospect List
- Photo Directory
- History of all Pastoral Acts (see example, ideally in a running total spreadsheet)
- Current Membership List (a one sentence summary for families would be helpful) with contact information.
- Council Minutes (organized by year)
- Current Council Members and term
- History of Congregational Resolutions
- Insurance Company and Policy
- Building Maintenance Plan
- Facility Use Policy
- Brief History of buildings on campus
- Any future construction plans or oddities that would be helpful to know about the property? (e.g. "the site is fully developed, the remaining area is protected wetlands")
- Document of all Passwords (Website, church computers, any subscriptions, NPH, church management software, etc).

- Process Manual
- Strategic Plan

Worship

Regular Services Offered & Times
Special Services and Times (Christmas Eve, Ascension, etc)
Lenten Services? Rotation with other pastors
If so, record of Lenten series used.

Spiritual Growth

Adults

"History" of Bible Studies shared or taught
Regular Bible Class Times and Locations

Kids and Students

Confirmation Curriculum
Bible Information Class Curriculum (anyone currently enrolled).
Sunday School Curriculum
Individuals that should not have interactions with children

Outreach

Prospect list
Follow up plan used for worship guests (from how name was gathered through follow-up)
Key Events with brief descriptions

Elders

Active?
Current Lists they are working with
Any previous training?

Inreach

Member Visitation Plan (ideally with current progress)

Finances

Church Budget
Software used
Last Audit
CMO Commitment

Current Staff Salaries

Narrative: Any financial concerns or blessings worth noting.

Narrative: Key Members with brief description

Narrative: Any other items, issues, topics worth noting.

Staff

Staffing Principles in a WELS Mission

- Staff compliments your gifts (you don't need two preachers, etc.)
- Consider staff for the most vital parts of your ministry (music, kids, administration)
- Hire/raise someone from within if possible.
- Start small and work up in hours if needed.
- Pay by the hour, but pay well
    - Better 5 hours at $20, than 10 hours at $10
    - Why? It eliminates guilt. With another job, 3-5 extra hours is doable, 10+ hours is difficult, so your staff member will always feel like they aren't doing enough or they will do filler hours. I would rather have a person saying, "I only getting paid for three hours, I better get this done in that time."
- Many churches jump to fulltime staff. Fulltime staff is good because you don't feel like quitting on the same day, but fulltime staff is expensive.
- Hire slowly, fire fast (don't be afraid to recognize that something is not working).
- "Get the right people on the bus." –Jim Collins in *Good to Great*
- Appreciate and recognize your staff-Christmas/staff appreciation lunch/dinner, coffee cards, Dart Warz, etc.
- Invite the family/spouse as well when you have appreciation events.

Are You Covered?

Staffing for <45 Adults in Worship								
250								
125								
65								
45								
	Worship	Sermon	Outreach	Vision	Admin/ Systems	Kids	Bible Classes	Building

Staffing for 65 Adults in Worship								
250								
125								
65								
45								
	Worship	Sermon	Outreach	Vision	Admin/ Systems	Kids	Bible Classes	Building

Staffing for 125 Adults in Worship								
250								
125								
65								
45								
	Worship	Sermon	Outreach	Vision	Admin/ Systems	Kids	Bible Classes	Building

Staffing for 250 Adults in Worship								
250								
125								
65								
45								
	Worship	Sermon	Outreach	Vision	Admin/ Systems	Kids	Bible Classes	Building

When things don't go as planned

- it is OK to part ways with families that are not on the same page. Use the experience to tighten your vision and reevaluate what you are doing.
- Don't be bitter. Your preferences are not their preferences. Take the time to thank them and tell them what you appreciated about their time at your church.
- Guide them to another church that may be a better fit.
- I think it is worthwhile to go to "Pastor Prayer" meetings and other things to get to know the other pastors. Obviously, pointing someone to a non-WELS church is not ideal, but in the big picture, we actually believe in the Holy Christian Church.
- When appropriate, conduct an exit interview. (see sample).
- Rick Lowen
    - Identify the feeling
    - Validate (is it legitimate)
    - Realign with the truth of God's Word

Exit interview Instructions (copied from some online source)

Wondering what an exit interview has to do with outreach? Some would think it a waste to reach out to people who have already left. And in one way that is correct, but at closer look perhaps not. One in ten Americans has left the Catholic Church. 71% of those who have leave do so before 30 years of age. Former Catholics constitute the second largest religious group in this country (at least 25 million). A church that wants to know what needs improving may find this to be a particularly qualified group with whom to consult.

An exit interview provides a church with feedback on ways to improve how it operates and relates to people. It can be a mutually beneficial experience because it affirms the value of the person who has left, just as it invites an examination of conscience on the part of a church and its leaders. Responses to an exit interview can reveal little known aspects of a church that undermine its best efforts and intentions. An exit interview invites healing for persons who feel wounded by the Church. Most of all, the exit interview is a valuable tool if a church is considering substantive change.

Before conducting an exit interview, be clear about the goal of such a conversation. What do we hope to accomplish? What are we open to learning? This isn't a "come-back" ploy in disguise. Any manipulation of the conversation in this way will be easy to sniff out, and it could cause considerable harm. Because the mission of the church is bigger than any one congregation, our purpose must be to unbind hearts and invite people to the liberation that is uniquely found in Christ, no matter in which church the person finds it. A sincere gesture of concern can ultimately enable people to return to the Church in God's time (though it may not be ours).

PREPARATIONS - Consider these suggestions for preparing and conducting an exit interview:

1. Carefully select interviewers - The interviewer needs to be a good listener with a tough skin since they are likely to hear things that are unpleasant and even untrue about the church.

2. Provide the interviewer with the purpose and equip the interviewer with techniques for attentive listening. Discuss with them how the identity of the interviewer can affect the responses. Some people may feel intimidated about speaking directly to the pastor. On the other hand, if the interviewer is a parishioner, the person being interviewed may not believe that their concerns will be given serious consideration. It can be an asset to have a young person interview another young person. A parishioner who is a therapist, counselor or social worker can be very helpful in providing orientation and training for this task.

3. Carefully consider the questions and the order of questions - open-ended questions encourage sharing. The reason may be innocent, irrelevant or impossible to address. Do not push but do not be shy if the person musters the courage to name a tender subject. Invite the person to share examples if they are comfortable. Consider how to ask the questions with different audiences. Consider the suggested questions below.

INTERVIEW INSTRUCTIONS:

1. Arrange an appointment with the respondent. This communicates the importance of the conversation. Arrange to meet in a comfortable place – deli, café, home, or a park.

2. Establish trust first - Express gratitude for the time allowed. Work from commonalities. Advise the person being interviewed of the intent of the questions. The opening question is key but the flow of the conversation may be more important than covering questions in lock-step. Let feelings guide the conversation - If the person seems reluctant or uncomfortable at any point acknowledge their discomfort and inquire about it. Those experienced with pastoral visits will tell you that the reason for a person's discomfort is more important than the answers to any prepared questions.

3. Take notes - Assure the respondent that the conversation will remain confidential and anonymous. Some interviewers prefer to use only a small notepad so that they do not forget an important phrase. Others wait until after the conversation to avoid distracting the person. Some churches use a pre-printed question form to insure continuity of the questions from one interview to the next. It is not
advisable to record the conversation unless absolutely necessary. Always notify someone before recording them.

4. Avoid reacting to comments - Simply receive it. For example, a person may cite the pastor's preaching as a cause for leaving the church. You do not need to defend the pastor or react defensively if you disagree with any comment. This does not mean that your pastor is incompetent. It may only mean that his style does not match that person's particular expectation. By the same token, many congregations consider themselves warm and welcoming until they are confronted by feedback from exit interviews that challenges that self perception.

The church is looking to improve how we respond to people who come to our church. Your remarks will be kept completely confidential. I am grateful for twenty minutes of your time today.

What did you find most appealing about this church when you joined?

What has changed since then?

If there was a particular trigger event, can you tell me about it? Would you say that you left in reaction to a particular person,
event or attitude?

Did anyone in the church speak to you about it before you left?

Did you have an opportunity to do what you do best here?

What two changes would you make in the church if you were the next pastor?

What is one thing that you would keep the same if you were the pastor?"

Conclude the interview by:

1. Express gratitude for taking time to help the church in its efforts to improve

2. Provide your contact information in case you can ever be of help to them

3. Assure them that the church leaders will receive this feedback

4. Consider concluding by sharing a brief prayer.

5. Take your leave with a warm smile and a handshake. Hug only if the respondent initiates the gesture.

Once the interview is complete take a moment to jot down the most significant observations so that you do not overlook the nuances and non-verbal impressions left by the respondent. Avoid editorializing. Be sure to report your results promptly to whoever the church designates for gathering and reporting findings.

Other Items

- Build the church you would want to go to so you can lead efficiently & intuitively.
- Focus on one part of ministry at a time. The Jn Wooden principle (a four year cycle)
- Clear expectations (3 hour concept)
- Economy of time-just because you can do it doesn't mean you should do it. $100 to my graphic designer is money well spent.
- $50/week person
- Discussion of "What we did right"
- Think as a church double our size
- Church esteem & weird diets
- Have fun, this is not church mathematics.

Some resources that I have found helpful (off the top of my head)

- Larry Osborne books-*Sticky Teams* and *Sticky Church*
- Nelson Searcy stuff. His systems are good and often can crossover.
- Guy Kawasaki books like *Art of the Start*
- Michael Hyatt's blog
- James Emery White blogs www.churchandculture.com
- David Allen's *Getting Things Done*
- Tony Morgan's *Unstuck*
- Malcom Gladwell's books.
- Finding someone two steps ahead of you and figuring out the why's, not just the how's.
- Tim Keller's books like *Prodigal God, Reason for God, etc.*
- Dropbox
- Evernote (for filing, scanning, storing offering receipts, and keeping lists)
- Jim Collin's *Good to Great, Built to Last*
- Propresenter for worship software
- Gracewaymedia.com for sermon slides
- Expensify for expenses
- Cloversites for a website
- Planning Center for planning worship. Very good software.
- *OK, I ran out of time, this is a work in progress*