

Leading Change?

Is it reasonable to think that by continuing to do what we have been doing, things will be different and better in the future?

Your system is perfectly designed to get the results it is getting

Peter Drucker

1 - Change Starts With You

The hardest person to lead is yourself.

Are you living the change you want to see in others?

As a leader, people listen to what you say – they become what you are. *Wayne Cordeiro*

You reproduce what you are

Resolved: that all men should live for the glory of God

Resolved second: that whether others do or not, I will.

Jonathan Edwards

True leadership is having the people closest to you love and respect you the most.

Lead:

- Your emotions
- Your time
- Your priorities
- Your energy
- Your thinking
- Your words
- Your personal life.

How you think about your church determines what you see and the culture you create. Robert Lewis and Wayne Cordeiro, *Culture Shift*

2 – Change Is About Growing People

Church leaders need to continually remember that the source of vitality in the church is not its structures or processes, but its connection with the Godhead. Spiritual vitality is central to effective structural renewal.

Spiritual Growth is the big change

“Practices can be imitated, passion cannot. Unless practices emerge out of deep passion, they are little more than sound and fury – motion without effect. In this case, passion is kindled only in the midst of a white-hot love relationship with God. Knowing Him, His heart, yields passion. Pursuing what is on His heart informs practice.”

Milfred Minatrea, “Shaped By God’s Heart”

3 – Pray and Think Through What Really Needs To Change

Change is not so much about a new programme but growing people to think right. The big changes for a church include:

- Implementing a spiritual growth process
- Shaping an environment of prayer
- Moving people from consumers to community
- Focusing people outward rather than inward
- Establishing an equipping culture
- Implementing systems that include governance and accountability

Church Culture

Real Change is About Church Life – Not About What Happens In A Programme On Sabbath. The Real Place For Change Is In The Organisational Culture of the Church

“Culture is the shared software of our minds.” *Geert Hofstede*

Organizational culture is an invisible quality, “a certain style, a character, a way of doing things,” that may be more powerful than the dictates of any one person or any formally documented system. *Ralph Kilmann, Beyond The Quick Fix (San Francisco: Jossey Bass, 1984), 92.*

“Culture is the most important social reality in your church. Though invisible to the untrained eye, its power is undeniable. Culture gives colour and flavour to everything your church is and does. Like a powerful current running through your church, it can move you inland or take you father out to sea. It can prevent your church’s potential from ever being realized, or – if used by the Holy Spirit – it can draw others in and reproduce healthy spiritual life all along the way.”

- Great ideas go nowhere if the culture is unreceptive.
- Your church can have the best programs in the world, but deep-rooted change won't happen without the right culture shift
- Ultimately our church culture resides not in buildings, programs, or printed proclamations but in people who say, 'This is what God wants us to become' Robert Lewis and Wayne Cordeiro, *Culture Shift*
- Even if you have not yet identified your church's culture, others have.
- Culture announces its identity through everything you do. The values of your culture – stated or unstated, thought out or unintentional – shape the feel, behaviour, and attitude of a congregation more than anything else.
- You don't make a culture shift simply by working harder at the things you're doing.

Moving Forward With Culture

The ultimate culture shifter is the Holy Spirit

- Focus on Kingdom values
- Change your thinking. Let your brain soak up the Word of God; it will strongly colour what you see.
- As a leader of the church, do you embrace and passionately live out a kingdom vision? Remember it must first flow out of you before it will convince anyone else. Leaders must search their hearts first before they can shift the culture.
- Celebrate and Honour. Who embodies the values? Feature them in the service or sermon illustrations. Let them tell their story through testimony. Whatever you show off or sing praises about. People will want to imitate or be part of.
- Check and Recheck. How does accountability and correction happen if you stray from the vision?
- Everyday make a move toward your destination.

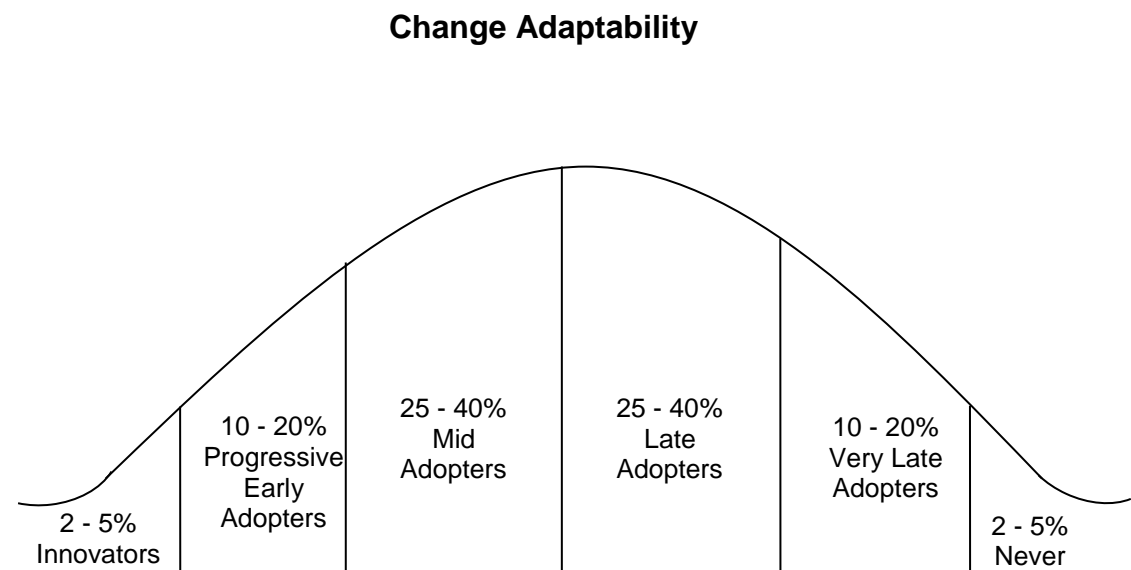
4 – Remember That Change Takes Time

Culture change often takes three years

Pray and Think through the systemic changes you want to make and start teaching, leading for and modelling it now so that you can make the change in two years time.

How Much Change Do You Have?

5 – People Respond To Change At Different Rates



- People can only handle so much change
- People think first about what they must give up
- People are at different levels of readiness for change
- People tend to revert back to their old behaviour the minute the reason for change is removed.

6 – Great Communication is Vital

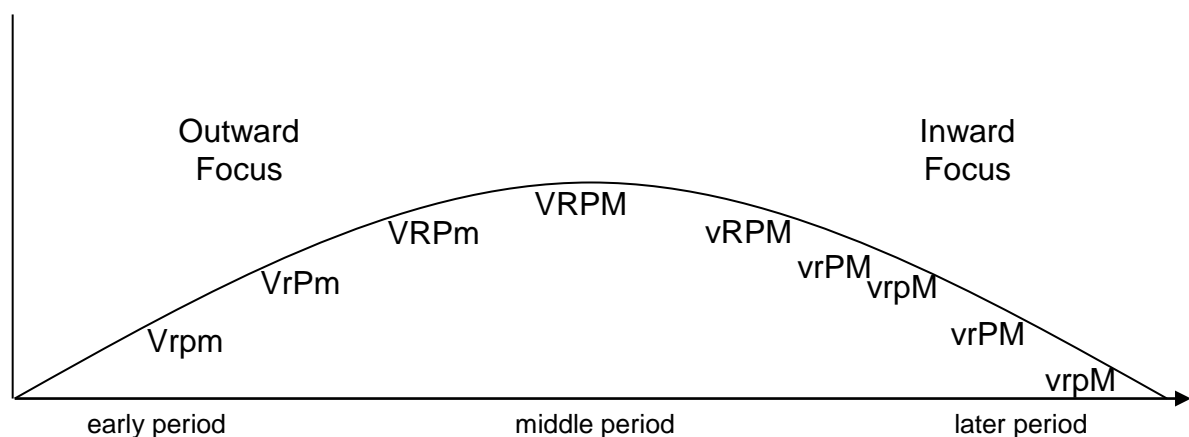
Many times change is hindered by a simple lack of communication. When leaders act as though they have something to hide and do not value congregational opinion, then problems arise. In an environment of participatory decision-making, people trust the leadership.

People need to know and feel why they are changing
People need to know and feel the cost of not changing

- A high level of communication is essential to renewal because informed people are easier to motivate and will cooperate more readily with each other in achieving church goals.

- People are far more willing to cooperate when they feel that they are working in a culture of openness and trust. This culture is often a function of communication.
- Good communication helps to relieve alienated feelings over cliques or power bases which are perceived as in 'control' of the church. It also allows people the opportunity to make decisions from a more informed point of view.
- Communication systems must be put in place that allow for information distribution and feedback. Feedback is of special importance in helping decide the rate at which change should be introduced.
- Information distribution lets the church know what decisions are being worked through and why these decisions need to be made.
- Most people do not want to be involved in every decision. However, they do want to be assured that decisions are made in an accountable, open environment and that all factors are being considered.

7 – Change and the Life Cycle



V = Vision
R = Relationships
P = Programs
M = Management

God Honoring, Outward Focused Vision is crucial in turning churches around.

Avoiding Stagnation and Disability

- Make sure a discipleship process is in place that grows people in personal spiritual disciplines.
- Actively cast an outward focused vision.
- Increase the pace of leadership development.
- Ensure that leaders have access to ample and reliable information about the state of the ministry.
- Leaders must help the ministry refocus and renew before hitting stagnation.

Revitalizing On The Down Side

- **Prayer** is the most important factor in tuning churches around. Create an environment of prayer seeking **God's leading** for the mission of the church and for one another.
- Focus on what the church is to **Be** and **Do** with a compelling **Outward Vision**
- Focus on **Steps** over Programmes
- Develop A Culture of **Evaluation**
- **Communicate** Often

8 – Vision Is Essential

Vision is a picture of what God wants us to do.

We must keep dreaming and keep visioning to keep our churches, ministries and personal lives from perishing.

Preparing The Vision

- Prayer – Vision is usually birthed out of a serious search for God's direction.

- Vision is best birthed out of thorough knowledge – collect the right information.
- Holy discontent for the status quo. As long as we are content with the status quo, we will not discover God's vision.
- Timing – Rushed preparation result in sloppy vision. The reason 99 out of 100 churches that try to make major transitions fail is that they go too fast."

Defining The Vision

- You can not find the right answers without asking the right questions:
- What process will accomplish our purpose and reach our target? Programs and events will not get the job done. There must be a deliberate process in place.
- How do we move from where we are to where we want to go?

Planting The Vision

Cast it

Celebrate it

Live it

Andy Stanley – Making Vision Stick

- People need to hear vision again and again until it becomes a part of their soul.
- Vision is a seed... it must be planted in the proper soil. Plant the vision with key leaders before sharing vision with the entire church.
- When a recognised leader does not know what is going on the result is confusion.
- A leader who is uninformed often feels unwanted and unneeded.
- When people are not included in the change process, they can feel you are taking their church away from them. This causes them to feel threatened. They often react by digging in and waiting for you to change or leave.

Sharing The Vision

- **Leaders first, church second**

Nothing devalues and alienates a leader as quickly as not knowing what is coming next before 'everyone else' knows. It is very difficult for leaders who do not know what is going on to support it.

- **Share With The Church**

The success of any vision comes down to one issue: will the majority of the people of the church get behind it?

Since vision is both caught and taught, it must be shared in multiple ways.

Preaching

Small group vision studies

Purpose Statements

Vision phrases

Vision verses

Faith stories

CD's, books and articles

One on one

Living it out in your own life – You can't expect a church to catch a vision that you are not living out in your own life.

Implementing The Vision

- Most churches spend far too little time in preparation and move far too quickly into making changes
- Implement your changes one at a time in a strategic order. The order of change is different in every church

9 - Dealing With Opposition

- Anyone who is trying to do something for God will face some opposition.
- You will be criticized. It might as well be for doing the right thing
- The reality is that criticism and opposition will drive you somewhere. "Let it drive you closer to God and you will become better; let it drive you away from God and you will become bitter."
- Keep on leading. "You can define the greatness of a man by what it takes to discourage him."
- Dragons thrive when the church's formal authority and informal power structure don't match.

- Don't let the whiners set the agenda of your church. Don't let the complainers have the time that you need to be giving to the workers.
- The angrier you are about a complaint, the more sensitive you need to be in your response,
- You can measure a leader's maturity by how he/she responds to complainers.

Qualifications of a pastor:
 The mind of a scholar,
 The heart of a child,
 And the hide of a rhinoceros
Stuart Briscoe

Dealing with Difficult People

- Pray lots for them
- Remember the biotic principle of energy transformation
- Maintain an open relationship. See the church and its perceived problems from their viewpoint
- Ensure that the way the church is moving is well communicated.
- Engage in discussion prior to decisions through articles etc.
- Think through what need for them is being met by being difficult and put in place a plan that might grow that person and address the need in more healthy ways.
- Think through the influence map of people in your church. Who does the difficult person influence? Who might they listen to?
- Make decisions based on ministry analysis and ask the difficult person to think and pray about how the problem should be addressed?
- Ask probing questions that plant seeds of doubt that lead to change. The kinds of questions that force people to think and make them think about issues they would rather avoid. Questions serve to catalyze and challenge the thinking process.

9 – Evaluation is Crucial for Ongoing Change

One of the dangers in seeing God's vision take root in the church is that we again settle in and get content

To change structures in an effective, ongoing manner an intentional evaluative environment needs to be developed. Evaluation builds a body of knowledge that can help leaders refine activities, select appropriate resources, describe impact and understand more fully the context that is being addressed. It allows current church needs to be determined against the backdrop of biblical principles, historical lessons and social implications. Forms and structures require continued evaluation to see if they are facilitating biblical principles and reaching New Testament goals and objectives.

Evaluation systems can be as simple as a debrief meeting after a programme or as complex as a system of ministry key performance indicators. The larger the church, the more formal its evaluation system will need to be. In large churches, no one person or team can know the overall situation of the church. It is only through combined evaluation that the larger picture emerges. Even in smaller congregations, it is useful to have at least some objective data, for example NCD, which reveals an overall picture that might be different from each person's separate opinions.

Change & Size Transitions

People who want churches to grow seldom give much thought to the fact that growing churches always change – the greater the growth the more radical the change. “Do you want growth knowing that growth will mean change?”

1. Congregations fall into distinctive size categories and congregations of different sizes organise in different ways.
 2. Congregations do not grow or decline smoothly, but tend to plateau at certain predictable sizes.
 3. In order to successfully grow past a plateau, a congregation must deliberately break with familiar patterns of behaviour and begin to act as larger congregation acts.
- A church's size category is a matter of attitude as much as numbers.
 - Size transition is a lot like standing on a fault line.
 - The most severe and potentially damaging tensions are those caused by pastors and individuals on the leadership team who relate to the church according to the wrong size category.
 - To cross over into a new stage, leaders must understand what lies ahead and make the necessary realignments before the expect to move to a new level of growth.
 - Vision casting is especially important in the transition phases. Must be clearly articulated plan in regard to what, when and how.

Questions:

What changes are anticipated if our church grows significantly?

What would our church be like without significant growth?

Expected changes:

- Church structure
- Leadership styles
- Communication
- Facility

Factors To Be Worked Through:

- Congregations self definition
- Pastor's role
- How decisions are made
- Size and function of paid staff

- Facility capacity
- Movement toward multi-cell reality
- Delegation of planning
- Change management
- Infrastructure for member care and involvement
- Conflict prevention and management

Phases to be worked through in decline:

- Denial
- Anger
- Bargaining
- Depression
- Acceptance
- Death

"The Death and Dying of a Congregation" in *Size Transitions*. Alice Mann ed Alban, 2002

Regardless of whether the congregation chooses to become larger as one group or grow lots of smaller congregations the ways of thinking and acting at different stages are important.

Education produces Liberation

Communication produces Cooperation

Expectation is Invitation

Fletcher, *Overcoming Barriers to Growth*, 96-101

Assess where you are.

Communicate with the team.

Anticipate the tension "prewire the crisis"

Get leadership team on the same page and develop a plan

Family Church: Up to 50 members

Matriarchs and patriarchs are the central figures

Pastor needs to be the consultant to the matriarchs/patriarchs

Factors:

Growth threatens closeness and informal influence networks. Can the 'in' people handle not being 'in'.

Change from 'I' to 'we'

Pastoral: 50-150

Pastor is master coordinator

Pastor is the manager of the various parental figures

Good communication with the congregation and the ability of the pastor to delegate authority, assign responsibility and recognise the accomplishments of others are important. "Without such skill the

central pastoral function weakens the entire structure. The clergyperson becomes overworked, isolated, exhausted and may be attacked by other leaders.” *Size Transitions 35*

When congregations get 130-150 people they begin to get nervous because they are beginning to lose the intimate fellowship the prize so highly.

“If clergy have the idea firmly fixed in their head that they are ineffective as a pastor unless they can relate in a profound and personal way with every member of the parish then 150 active members (plus an even larger number of inactive members) are about all one person can manage” *Size Transitions 36*

The transition from pastoral to program is considered the most difficult. Many churches make an unconscious decision not to make the transition and keep hovering around 150. They are not willing to lose ready access to their ‘religions leader’ and the feeling of oneness where everyone knows everyone else.

People must accept they will not be able to know everyone in the church

The people will have to become inclusive of others and unwritten rules will have to be supplanted with clear methods of communication

Program: 150-350

Empowered leaders who function as shepherds

What members need from the pastor:

Planning with other leaders to ensure high quality ministries

Good recruitment, training, supervision and evaluation to grow leaders

Keep the morale of the leaders high and give high priority to the spiritual and pastoral needs of the leaders.

The pastor must often step back from direct ministry with people to coordinate and support the people who offer this ministry.

Clear direction is vital

For clergy who get their primary kicks out of direct pastoral care work, ministry in a program-size church may leave them with a chronic feeling of flatness and lack of fulfilment.

Corporation: 350 plus

Multiples mini-congregations of various sizes

There is leadership on many levels

The worship service is a big deal

Pastor:

Must coordinate multiple staff in a healthy way
Must coordinate diverse groups around the mission
High level of administrative skills

Summarised From:

Michael Fletcher, *Overcoming Growth Barriers*, Bethany, 2006.

Beth Ann Gaede, ed. *Size Transitions in Congregations*, Alban, 2001

Carl George, *How To Break Growth Barriers*, Baker, 1993.

Alice Mann, *The In-Between Church, Navigating Size Transitions in Congregations*, Alban, 1998.

Gary McIntosh, *One Size Doesn't Fit All*, Revell, 1999.

McINTOSH'S TYPOLOGY OF CHURCH SIZE

Factors	Small Churches	Medium Churches	Large Churches
Size	15 – 200 worshipers	201 – 400 worshipers	401+ worshipers
Orientation	Relational	Programmatical	Organisational
Structure	Single cell	Stretched cell	Multiple cell
Leadership	Resides in key families	Resides in committees	Resides in select leaders
Pastor	Lover	Administrator	Leader
Decisions	Made by congregation. Driven by history	Made by committees. Driven by changing needs	Made by staff and leaders. Driven by vision
Staff	Bivocational or single pastor	Pastor and small staff`	Multiple staff
Change	Bottom up through key people	Middle out through key committees	Top down through key leaders
Growth Patterns	Attraction model through relationships	Program model through key ministry	Proclamation model through word of mouth
Growth Obstacles	Small-church image Ineffective evangelism Inadequate programming Downward momentum Ingrown fellowship	Inadequate facilities Inadequate staff Inadequate finances Poor administration Increasing complexity	Poor assimilation Increased bureaucracy Poor communication Loss of vision Lack of member care
Growth Strategies	Renew a sense of purpose Begin new ministries Cultivate evangelism Celebrate victories Start new groups/classes Involve new people	Develop distinct identity Add additional staff Use facilities multiple times Offer multiple worship services Write a long-range plan Improve quality of ministry.	Renew the vision Design assimilation plan Streamline procedures Offer need-based events Adjust leadership roles Increase the number of small groups.

Gary McIntosh, *One Size Doesn't Fit All* (Grand Rapids, MI: Baker Books, 1999)

Comeback Churches

What can be done to change the direction of churches that are merely existing or that are dying?

Comeback churches came in all ages and all sizes

Evaluate your churches current condition.

- This might involve an outside consultant or denominational leader.
- Involve many people in the Church – Comeback leaders have recognized that the congregation has to be part of the turnaround. “Those who row the boat have little time to rock the boat”
- Churches wanting change must discuss, discuss, discuss

Comeback Leaders:

- Pray Passionately
- Distinguish between obvious symptoms and underlying problems.
- Take the initiative for change
- Challenge Excuses
- Make time to learn
- Model Evangelistic Passion
- Share the ministry
- Spend time with their leaders
- Understand that leadership is more about what you can get done through others than what you can do yourself
- Cast a clear and compelling vision
- Multiply themselves

Comeback pastors and their best leaders needed to focus their time on two groups: leaders and the lost.

Comeback churches had new or renewed pastors or staff. 40% of comeback churches changed without changing their senior pastor however the senior pastor was ‘renewed’. Comeback leaders got a new vision and clear direction at any age.

Comeback Churches:

Recognise Three Faith Factors

These three factors are always necessary to lead a comeback church:

- Renewed belief in Jesus and the mission of the church
- Renewed attitude for servant-hood, and
- More strategic prayer effort

Growing deep in love with Jesus
Growing deeply in love with the community
Growing deeply in love with the lost

Value Worship.

'Jazzing up' the worship is not the quick fix. The solution lies in seeking God's heart while creating worship that helps others connect with God.

Take Biblical Preaching Seriously

Have a Planned Process for Evangelism

Connect People To Spiritual Maturity

Motivate and Mobilize People

- Create an atmosphere of Expectation
- Create an Atmosphere of Equipping
- Create an Atmosphere of Empowerment

Often Change Their Facilities to help Facilitate Growth

Strategic Thinking vs Maintenance Thinking

Strategic

Effective
Forward Seeker
Proactive
Dynamic
Flexible
Innovative
Confronts
Coordinated
Interdependent

Maintenance

Efficient
Failure Avoider
Reactive
Static
Inflexible
Traditional
Avoids
Fragmented
Independent

Top Ten Most Common Transformations for Comeback Churches

- 1 Prayer
- 2 Children's Ministry
- 3 Evangelism
- 4 Youth Ministry
- 5 Leadership

- 6 Missions
- 7 Assimilation
- 8 Worship
- 9 Sunday School/Small Groups
- 10 Organizational Structure

Top Three Factors:

- Prayer,
- Evangelism
- Preaching

Biggest Challenges:

- Attitudes,
- Finances,
- Facilities

Summarised From:

Ed Stetzer and Mike Dodson, *Comeback Churches*, B&H Books, 2007.

For more information, tools and powerpoint presentations go to
www.comebackchurches.com

Inward To Outward Leading Missional Churches

- Many of today's churches have become isolated from rather than engaged in the world.
- Success is not defined by activity level or how stable/comfortable the congregation is but by the congregation's ability to accomplish God's mission for His church.
- We need to become relevant to today's society without losing what is distinctively Christian.

Leadership Traits of Missional Leaders

- A Deep Intimacy With God
- Personal Humility
- Ability to Take Risks
- Being Uncomfortable With Comfort
- Creative and Nonconforming
- Many Interests and Areas of Expertise
- Cultural Engineers – Cultural Engineers help to fashion the structures necessary for the church to serve God's mission effectively. They do not reject tradition. Rather, they seek to adapt systems and structures to the greatest missional effectiveness in their contexts.
- Challenging the Status Quo
- Perceived as Radical in Pursuit of Their Vision
- Understanding, Constructing and Altering Organizational Systems
- Establish Effective Leadership Teams

Further Reading

Milfred Minatrea, *Shaped By God's Heart*, Jossey-Bass, 2004

Re-Thinking Evangelism

Evangelism is a process of sowing, cultivating and harvesting.

Evangelism is not complete until the converted are multiplying

'Connecting people to the harvest does more for evangelism than all the training events in the world' *Bob Logan*

Evaluate your current effectiveness

-Which activities are working well?

-What functions are missing?

-What needs improvement?

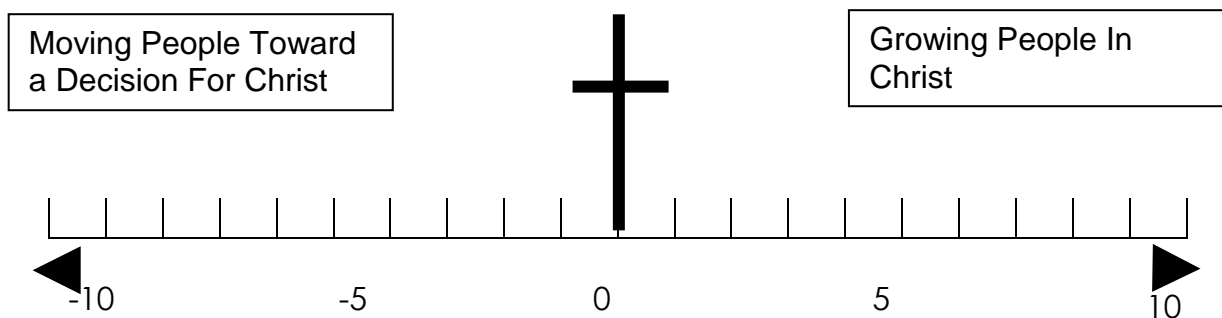
Steps Toward Instilling Evangelistic Values

1. Pray for it
2. Lead it
3. Teach it
4. Illustrate it
5. Study and discuss it
6. Disciple it – Need to be involved in direct discipling of others
7. Inspire it
8. Personalize it – People need to see the issue on a personal level, see how evangelizing will affect the people they care about.
9. Fund it
10. Schedule it – Scheduling rooms and time slots for outreach – oriented prayer times, training, seminars, strategy sessions, team meetings, outreach events, even seeker services. Going on trips to attend effective churches and ministries, or attend vision lifting conferences and workshops.
11. Measure it – If you can't measure it, you can't manage it!
12. Reinforce it – reinforce the good things that are happening
13. Celebrate it

Elements for building a contagious church

- Commitment to prayer and the role of the Holy Spirit
- Unswerving devotion to Christ and His message
- Leaders fully committed to the church's evangelistic mission
- Willingness to try fresh approaches
- Participation of the entire church body
- Alignment of the ministries to the church's evangelistic mission
- Strategic co-ordination of all outreach activities
- Sustained effort

Satan would rather keep us busy doing anything in the world other than building a contagious church.



Thinking Through the Evangelism Continuum

Often the concept of evangelism is pictured in very confined terms. Evangelism is seen as the public event, door knocking or follow up of contacts from a media campaign. While these are essential parts of the evangelism process, which we need to resource and promote, to meet the changing challenges of our city we need to think outside the box. Too often church members abdicate their responsibility for living evangelistic lifestyles and see evangelism as something for the 'professionals'. An expanded definition of evangelism would see our current picture as part of an evangelistic continuum.

Left or Right of the Cross

Every person in Sydney is either left or right of the cross. Right of the cross people are those who have given their lives to Christ and are growing in discipleship. It is only as people grow right of the cross that they begin to share God's heart for lost people and then make sharing their faith an essential part of their lives. Too often we have moved people along the process for baptism but have neglected to continue growing people on the right hand side so that they in turn reach more people.

On the left of the cross are people who are at various points in their spiritual development. Someone at -1 or -2 has a basic understanding of the Bible, gives God and the Bible authority to some extent and has at least some interest in spiritual things. These are the people, amongst those who have not made a decision for Christ, most likely to respond to our usual attractational approaches to evangelism. Our traditional evangelism grew up in a time when most of our society, who were not attending church, were in -1 or -2. On the right side of the cross our evangelism attracts people who may have made a decision for Christ but who become Adventists as part of their continued spiritual growth.

Much of our evangelism is still targeted at people who are on the right side of -2. The challenge is that most of our population is now left of -2.

This does not make our traditional methods wrong; they definitely have a place along the continuum. Our traditional methods will still attract people, however the pool to attract from is getting sociologically smaller.

Our challenge is reaching people left of -2. This will include community based ministries, intentional friendship building, service evangelism along with other creative ways of mingling with people, winning confidence and meeting needs. Too often a dichotomy is made between friendship/service evangelism and public evangelism. In fact, both forms of evangelism are complementary as part of a process. As people move from -5 toward -2 they will reach a place where our traditional approaches will meet what they need to move the new few steps.

The challenge is in creating a process. Often we see churches doing a great job of evangelism in a -7, -6 environment but not having the steps in place to move these people to accept Christ. Or we see congregations doing very well at -2, -1 evangelism but not doing what it takes to keep growing people right of the cross and consequently we lose many people who we should be growing to reach more lost people.

By taking on a process driven approach to evangelism every person and church institution can see where they fit on the scale. Our challenge comes in facilitating a process as opposed to running an event.

The Growth Process

Every person is different and will grow spiritually at different rates and in different ways. There is not one right track however a process needs to be in place that allows people to plug in at different points and grow in various ways. A generalized process would be as follows and takes an average of three years.

-10, Ambivalent towards Christianity or most likely as been colored by negative pictures.

-9, Thinks positively about Christianity. This is most likely through a service/community project or a positive Christian influence (friendship).

-8, Second positive picture of Christianity

-7, Third positive picture of Christianity

-6, Developing of a significant Christian friendship/influence

-5, Open to attending a church organized programme or project such as parenting seminar, cooking class, playgroup or joining in on a service project.

-4, With growing continued contact open to spiritual conversations and Christian literature/media e.g. Signs or Search

-3, Active wondering re the claims of Christ, the Bible and how the gospel might impact their lives.

-2, Willing to attend a Christian presentation or join an evangelistic small group. Developing network of Christian friendships.

-1, Willing to attend church worship services and join in with activities of the church community

0, Makes a decision to give their lives to Christ (Baptism)

1, Regular attender of church activities

2, Serves in a role in the church that is appropriate for new attenders.

3, Increasing sense of belonging in the church community and is intentional about Christian growth.

4, Is intentional about growing in fellowship, worship, serving and Biblical understanding.

5, Is actively sharing his/her faith with others.

6, Ongoing, growth in understanding and applying God's purposes.

Below -5 the methods of evangelism that work best include friendship and various service initiatives. Around -5 to -3 some of our usual programmes like health outreach, parenting seminars, marriage enrichments etc would be useful along with a developing friendship network. From -3 to 0 our familiar events such as a reaping campaign or prophecy seminar would be useful. Small groups can also play a very important role at this point. On the right side of the cross is an effective discipleship process in the congregation.

Effective Discipleship - Growing People Right of The Cross

Evangelism is not complete until the converted are multiplying

When people are growing in Christ they will naturally be growing in sharing God's heart for lost people. The result is a Christian who sees themselves as a missionary to this city as they embrace God's

evangelistic purpose for their life. To lift our evangelistic temperature we need to create an environment that grows more disciples .

Steve Sjogren gives the following list of words that describe traditional evangelism in relation to an approach that is more needs-oriented. Keep in mind that the traditional approach still has its place in the process.

Monologue... ...Dialogue
Compelling Proof... ...Compelling Story
Presentations... ...Conversations
Words... ...Images
Our Language... ...Their Language
Us/Them... ... Fellow Travellers
Fishing from the bank... ...Swimming with the fish
Believe to belong... ...Belong before believing
Event driven... ...Context driven
Come and see... ...Go and be
Scripted... ...Spontaneous
Winning... ...Nudging
Gospel presentations... ...Gospel experiences
(Sjogren, Ping and Pollock - *Irresistible Evangelism*, 55)

Reflection

What aspects of your ministry could stand in the way of people responding to the Gospel?

Who are the lost people you rub shoulders with on a regular basis?
How will you cultivate redemptive relationships with them?

What prevents you from effectively building relationships with lost people?

How can you help people build relationships with pre-Christians?

In what ways are you helping new converts reach their network of friends, relatives and associates?

What is the place of prayer in your evangelistic efforts?

Useful Resources for Leading Change

Robert Lewis and Wayne Cordeiro, *Culture Shift*, Jossey-Bass, 2005.

Alan Nelson and Gene Appel, *How To Change Your Church Without Killing It*, Thomas Nelson, 2000.

Dan Southerland, *Transitioning – Leading Your Church Through Change*, Zondervan, 1999.

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