

THE MINISTRY SUMMIT

Session #2

Session #2 consists of the following segments:

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THE MINISTRY SUMMIT

Session #2

"Introduction to Growth and Change"

Agenda

- 1. Questions and Issues from Accountability Groups**
- 2. An Overview of Growth, Change, and Conflict in the Church**

AN OVERVIEW OF GROWTH, CHANGE, AND CONFLICT

The Church Grows as a System

- Twelve Keys:
1. Specific, concrete missional objectives
 2. Pastoral and lay visitation
 3. Corporate, dynamic worship
 4. Significant relational groups
 5. Strong leadership resources
 6. Streamlined structure, and solid, participatory decision-making
 7. Several competent programs and activities
 8. Open accessibility of physical facilities
 9. High visibility
 10. Adequate parking, land, and landscaping
 11. Adequate space and facilities
 12. Solid financial resources
- (from Twelve Keys to an Effective Church,
by Kennon Callahan)

To Grow Requires Change

The pastor is the "change agent":

1. detective of change (sniff it out)
2. architect of change (shape it up)
3. agent of change (get it done)

(from Trigger Points, by Michael Kami)

Passivity can only be overcome as some things are changed

Effective, not just efficient changes

3 keys are essential for the pastor to lead: missional objective
visitation
worship

Change Produces Conflict

Relational keys produce satisfaction - unless they are absent

Functional keys produce dissatisfaction - until they are resolved

Both can help deal with conflict, both have to be present

THE MINISTRY SUMMIT

Session #2

**"Growth Through Administration:
Administrative Areas for Growth"**

Agenda

- 1. Introduction to a Systemic View of Church Growth**
- 2. Growth Through Facilities**
- 3. Growth Through Pastor (and Staff) Issues**
- 4. Growth Through Nominating Leadership**
- 5. Growth Through Finance and Budget**
- 6. Growth Through Setting the Purpose/Policies/Goals**

GROWTH THROUGH FACILITIES

Church "Signs": a "sign" is a message, intentional or unintentional,
which a church building communicates to a first-time visitor

Priorities for Visitors: 1.

2.

3.

4.

Space Needs: parking = 1.7 persons for car

24" per person of pew space

narthex = 25% of sanctuary space

20 sq. ft. per adult education space

25 sq. ft. per youth education space

30 sq. ft. per child education space

Other Facility Concerns: lighting

landscaping

conservation

master plan for the future

acoustics/sound

accessibility

balance of worship/education/fellowship space

"quality" of space, not just quantity

GROWTH THROUGH PASTOR (AND STAFF) ISSUES

Growth Issues (from Session #1): time use
priorities
addition of staff
continuing education
pastoral style of leadership

Issues for Selecting a Pastor (and Staff):

a clear understanding of the church's purpose and direction
awareness of gifts, graces, skills by the pastor (or staff person)
the match of working styles (Session #4)
the use of contracts

Issues for Support/Accountability of a Pastor (and Staff):

the need for regular meetings/feedback/honesty
accountability around growth issues
support for growth priorities/decisions
(willingness to support change and deal with conflict)
willingness to communicate and advocate to the congregation
on behalf of the pastor (and staff)
regular advance agenda: evaluation of the church
evaluation of the pastor (and staff)
salaries and compensation
continuing education
evaluation of housing
future staffing needs
positive and negative feedback every meeting)

Issues for Pastor (and Staff) Transition:

say "good-bye" well: the grief process
say "hello" even better: getting off to a good start
a good, clear, healthy transition lessens the "lag time" and continues
the growth of the church

GROWTH THROUGH NOMINATING LEADERSHIP

Recruitment

What assumptions do you make during the nominating process?
(ex. "If they said 'no' last year, they will say 'no' again this year"
"Only men should serve on the Trustees"
"You must be a member here for 5 years before you can serve
on the Finance Committee")

Job Descriptions: purpose of the committee
 duration of the job
 time necessary
 other committee involvements required
 how it relates to the growth of the church

Other principles: a "no" means "Not now, not this job"
 new members tend to nominate other new members
 "to decide is to belong"
 the 80/20 principle is real

Training

The problem with the "osmosis assumption"

Any job worth nominating is worth training

"Effective Church Leaders" (later is Session #2)

Supporting

the chairperson must support the members of the committee

pastor/staff must support the chairpersons

who will plan for this support?

Thanking

being "taken for granted" doesn't help

examples: personal notes
 Sunday morning recognition
 newsletter announcements
 appreciation banquet

GROWTH THROUGH FINANCE AND BUDGETS

- The Four Finance Tasks:**
1. stewardship education
 2. compiling and communicating the budget
 3. raising the funds to support the budget
 4. monitoring the budget expenses

Stewardship Education

only a few give because it is the "right thing to do"

80-90% give because "it is worth supporting"

people also give because the needs/benefits are communicated clearly
stewardship education always tries to communicate the needs/benefits
and to move a few more people into the "right thing" category

Compiling and Communicating the Budget

a budget is a theological document written in "Hebrew"

examples:

Raising the Budget: the annual finance drive

small church: Loyalty Sunday
communicate needs
"faith promises"
responds to a crisis

middle-size church: descriptive budgets
"estimates of giving"
finance statements
letter campaigns

large church: pledges, multiple pledge systems
communicate programs and benefits (not needs)
every-member canvass every 2-3 years
take seriously the different levels of giving
regular accounting and reporting
responds well to "success"

Monitoring the Budget

accurate, confidential accounting tends to promote trust & generosity
the only financial task is to monitor "how much" not "for what"

CHURCH COUNCILS THAT FUNCTION WELL

*"If the governing board over-functions,
it forces the committees to under-function"*

The governing board of the church has three primary functions:

- Purpose**
- a statement of the church that includes growth
 - everything the church does must fit under the Purpose
 - growing churches tend to have a clear, widely-accepted Purpose
- Policies**
- the rules by which the Purpose is protected in the life of the church
 - areas:
 - building use
 - allocation of funds
 - membership standards
 - staff ratios
 - counting the "yes" votes
- Goals**
- the standards by which the effectiveness of the church is measured
 - the difference between "efficient" and effective"
*"Being efficient means doing the job right,
being effective means doing the right job"*
- Guidelines for Meetings:**
- not more than monthly
 - not more than 60-90 minutes
 - not to do problem-solving
 - not to do program-planning
 - not to meddle in the work of the committees

THE MINISTRY

Session #2

"Growth Through Programs: Ministry Areas for Growth"

Agenda

- 1. Introduction**
- 2. Reaching Baby-Boomers (and Busters)**
- 3. Growth Through Education and Sunday School**
- 4. Growth Through Ministry to the Local Community**
- 5. Growth Through Ministry Beyond the Local Community**
- 6. Growth Through Membership Care**
- 7. Growth Through Children's Ministries**
- 8. Growth Through Youth Ministries**

REACHING POST-MODERN PILGRIMS

Key Ministry Foci: (Leonard Sweet, *Post-Modern Pilgrims*)

Experiential

Participatory

Image-Driven

Connecting

Definitions: "Traditionals" = persons born before 1946
"Boomers" = persons born between 1946 and 1964
"Gen Xers" = persons born between 1964 and 1982

Profile of Boomers: ego/needs-oriented, high indebtedness, individualistic, immediate gratification rather than sacrifice, not motivated by guilt or loyalty, experiential, entertainment-oriented (14% of their budget), spend 103% of income yearly, 70% of population today are Boomers or Busters and their children, their parents joined churches (mainline) at 60-70% rate, they are joining churches (often not mainline) at 30-35% rate

Boomer Women: aerobics, mother-talk groups, Bible study

Boomer Men: athletics, service projects, breakfast and anything

Gen Xers: similar, but more emphasis upon "causes" than community seeking "hope" more than "love" or "faith"
more spontaneous than relational
prefer issue-oriented sermons

Possibilities: if 70% of population are Boomers or Busters and their children, and if 50% of your area is unchurched, then about 35% of your area's population are unchurched Boomer or Buster families;

if your area only has a population of 1,000, then there are still 350 unchurched Boomers and Busters and their families!

GROWTH THROUGH EDUCATION AND SUNDAY SCHOOL

The Sunday School grows: by starting new classes and groups
by dividing and multiplying
by targeting with a rifle, not a shot-gun
by beginning with the basics

Sunday School Growth and the Growth of the Church

How to start a new adult Sunday School class:

1. People don't join a non-class or the idea of a class, people join a class.
2. Find 4-6 people who have a similar need to become a nucleus for a new class.
3. These people select basic direction, class style, and secure the leadership for the class. (Philosophy should always be relational first, then learning)
4. The nucleus then invites people by personal contact to the first meeting of the class.
5. The new class holds a retreat within the first 1-2 months
(a one-day retreat - a half-year of class time)
6. The class continues to broaden its base of decision-making regarding:
 - curriculum
 - leadership
 - social events
 - caring for its members
 - fund-raisers and service projects
 - continuing invitations (especially to class events)

Recruitment of Sunday School teachers: length of tenure
number of teachers per class
"caring persons" in the classroom

Training of Sunday School teachers: on the job
lab schools
workshops
short-term experiences

GROWTH THROUGH MINISTRY TO THE LOCAL COMMUNITY

Social concerns, needs of the people, and church growth:

"Find a need and fill it" - Robert Schuller

A Case Study

A small-town church of 170 members was known as the church which "killed its preachers." Four of the last five pastors had left the church after less than two years of tenure, and four of the five had also left the ministry from that church. With a new pastor and a new opportunity to change its image and its ministry, the church began looking for a place of community need. The need discovered: children. The strategy: a nursery school. How would such a strategy change the church's image in the community? How would such a ministry affect the future growth of the church?

List 3 needs in your own community which are not being met:

- 1.
- 2.
- 3.

Pick one and brain-storm 4 different ways your church could meet that need through a ministry to the local community:

How would any of these 4 efforts help to change your church's image? growth?

GROWTH THROUGH MINISTRY BEYOND THE LOCAL COMMUNITY

Missions and Evangelism:

Evangelism within the church = no barriers

Evangelism outside the church = one barrier

Evangelism outside the church and across culture lines = two barriers

Evangelism outside and across cultural & language lines = three barriers

Mission projects and assimilation of new members:

- 1. "hands-on" experience**
- 2. stronger men's and women's groups**
- 3. new events draw new people**

Missions and the activation of a passive church

- 1. involvement of persons in direct missions**
- 2. development of new leaders**
- 3. only an active church can become a growing church,
and missions projects help move a church toward activity**
- 4. outward direction helps re-activate a church**

GROWTH THROUGH MEMBERSHIP CARE

The Principle: multiplication of caring
everyone needs care, including the care-givers

*"A church cannot grow beyond its ability to care for its people."
-- David Womak, The Pyramid Principle of Church Growth*

The Purposes: nurture of present members - especially crisis care
assimilation of new members
prevention of inactive membership

Selecting Your Caring System: The Choices

- * informal or formal
geographic or relational networks
- * groups or care-givers
pre-package or self-designed
- * comprehensive or selective issues

(* = these often are related to church size)

Types of Caring Contacts: recognition and appreciation
notes and letters
telephone calls
group meetings
personal visits
referral to an expert

Characteristics of Capable Care-Givers: Christian
confidential
conscientious
caring
consistent
careful

GROWTH THROUGH MEMBERSHIP CARE (continued)

Issues for Care:

Response of Caring System:

- | | |
|---------------------------|-----|
| 1. death | 1. |
| 2. illness | 2. |
| 3. change of job | 3. |
| 4. birth of child | 4. |
| 5. marriage | 5. |
| 6. divorce | 6. |
| 7. shut-in | 7. |
| 8. retirement | 8. |
| 9. change of residence | 9. |
| 10. child leaving home | 10. |
| 11. pregnancy | 11. |
| 12. first child in school | 12. |

Note: the average American has one of these (or other events) every 18 months

GROWTH THROUGH CHILDREN'S MINISTRIES

Principles of Effective Children's Ministries:

fun!

creative

experiential

fast-paced

visible

targeted to the unchurched

quality

fees

Christian nurture

secure environment

coordinated with adult events

convenient

comprehensive

Considerations for a Comprehensive Ministry With Children:

nursery care

Sunday School

Worship

pre-school

day-care

Bible School

music and choirs

Kid's Club

summer

special need children

THE MINISTRY SUMMIT

Session #2

“Effective Church Leaders: Training Your Chairpersons for Growth”

Agenda

- 1. Introduction**
- 2. The Theology of Lay Leadership**
- 3. Analysis of Your Church “System”**
- 4. Planning From Strength**
- 5. From Purpose to Goals to Objectives**
- 6. Getting Things Done As a Leader**
- 7. Leading a Meeting**

THE THEOLOGY OF LAY LEADERSHIP

The Nature of the Church:

Acts 2:44-47

I Corinthians 12

Matthew 28:16-20

Ephesians 2:14-22

Ephesians 4:1-7

I Peter 2:4-5, 9-10

The Ministry of the Laity:

“Laos”

The ministry of all believers

Servant Leadership (a matter of trust)

Principle: people will allow you to lead
as long as they are convinced that
you are serving God and them

so, we lead to do what is best for the good of the church

SITUATIONAL LEADERSHIP STYLES

“Country Club”
-- low task
-- high relational

“Do Everything”
-- high task
-- high relational

“Do Nothing”
-- low task
-- low relational

“Dictator”
-- high task
-- low relational

“Do Nothing”

“Dictator”

“Country Club”

“Do Everything”

PLANNING FROM STRENGTH

**Much of church planning is planning from weakness/problems
or planning from cliché**

Better is: planning from strength:

- 1. List assets, potentials**
- 2. Look to the future, not to the past**
- 3. Optimistic**
- 4. Creatively nurture new ideas**
- 5. Identify new strengths**
- 6. Involve new persons**
- 7. Goals set to meet the needs of people**

An exercise in creativity:

**In the space below, write as many ways to use the object named as you can think of
in the time allowed:**

- 1.**
- 2.**
- 3.**
- 4.**
- 5.**
- 6.**
- 7.**
- 8.**
- 9.**
- 10.**
- 11.**
- 12.**
- 13.**
- 14.**
- 15.**
- 16.**
- 17.**
- 18.**
- 19.**
- 20.**
- 21.**
- 22.**

FROM PURPOSE TO GOALS TO OBJECTIVES

Purpose of the Church

ex. - **“The purpose of the church is to teach, to share, and to growth in the love of Christ within our fellowship, to share that love with others, and to develop disciples in the world.”**

Purpose of Your Committee

**consistent with the Purpose of the church
spelled out in a committee description**

ex. - **The purpose of the Evangelism Committee is to help new persons become committed to Christ and part of the church.**

ex. - **The purpose of the Education Committee is to nurture the members of the church through education, training, new ideas, and personal growth.**

Goals

**derived from the Purpose of the church and the committee purpose
what Goals can do:**

- (1) begin to share the directions of the Purpose**
- (2) state in general terms the ways that the Purpose will be fulfilled**

ex. - **The Evangelism Committee will work to increase the membership of the church by 20% this year.**

ex. - **The Education Committee will work to increase our adult Sunday School classes this year.**

ex. - **The Trustees will work to improve the accessibility of our building this year.**

Write a Goal that expresses in general terms one of the things that your Committee wants to do in the next 1-3 years:

FROM PURPOSE TO GOALS TO OBJECTIVES (continued)

Objectives:

derived from the Purpose and the Goals

what Objectives can do:

- (1) clarify the Purpose and the Goals
- (2) make the future become present
- (3) allocate resources
- (4) provide ways to evaluate
- (5) give a sense of progress (as Objectives are achieved)

**Guidelines for Objective-setting: SAM - specific, attainable, measurable
Control
Benefits
Ownership**

Write an Objective that will help you reach the Goal written earlier:

Program Selection:

brainstorm for ideas

evaluate each idea (on the basis of Purpose, Goal, Objective)

list specific program that seems best

assign person/group, space, time, resources

who?

what?

where?

how much?

establish a system of feedback/support

Write a Program that fits your Objective:

GETTING THINGS DONE AS A LEADER

Getting Permission ...

Getting Approval ...

Getting Support ...

Building Alliances and Coalitions

small church: matriarch/patriarch leader

middle-size church: appropriate committee leaders (and un-elected leaders)

large church: staff and key lay leaders

Leading By Your Choice of Goals:

Reaction Goals: Let others set your agenda (easiest)

Passive Goals: Let others come to you (most boring)

Action Goals: Cause things to happen (toughest, most productive)

Notes to Business Executives:

- this is a church, not a business, so we have a different “bottom line”**
- decision-making in the church takes longer**
- meetings are also therapy (relational needs)**
- decisions need closure in the church**

LEADING A MEETING

Meetings Are Important

because ministry is important
because people's time is important
good meetings are well-prepared and well-managed

Principles of a Good Meeting:

1. Purpose of the meeting -- written down,
communicated to the committee members
2. Set time and place
3. Set agenda -- What will happen to accomplish the Purpose
Items prioritized ("biggies in the middle")
Mailed to all members before the meeting date
Include devotional time/sharing/prayer
4. Use an appropriate leadership style in the meeting
5. Time -- Start on time, end on time
No more than 1.5 hours
Stick to the agenda (allow discussion, but move toward decision)
Encourage everyone to participate
6. Summarize and clarify assignments
7. Evaluate the meeting
8. Minutes mailed out within a week after the meeting
9. Follow-up on assignments, monitor progress

Notes About the First Meeting of the Year/Term:

- clarify the Purpose
- build relationships (names, expectations, needs, etc.)

THE MINISTRY SUMMIT

Session #2

**“Pastoring in the Midst of Change:
Leading Your Church Through Growth and Change”**

Agenda

- 1. The Causes of Conflict in Growing Churches**
- 2. The Levels of Conflict**
- 3. A Situation of Conflict**
- 4. Helping the Church To Discern Its Vision**
- 5. Discerning Our Vision**
- 6. The Pastor as Change Agent**
- 7. The Leadership Role in Fund-Raising**
- 8. Lay Ministry through Fund Raising**

THE CAUSES OF CONFLICT IN GROWING CHURCHES

Conflict is caused by unmet needs or threatened needs:

- mutual needs
- unilateral needs
- conflicting needs

Values around which conflict often occurs:

- money
- time
- space/place
- name
- freedom

The 10 Common Causes of Conflict in Growing Churches:

1. **Change vs. Stability:** *“We’ve always done it that way”*
2. **Maintenance vs. Growth:** *“We really need to know each other better before we take on any more new members.”*
3. **Program vs. Administration:** *“Do we really need to do that?”*
4. **Trust vs. Distrust:** *“I can only trust people that I know”*
“I don’t know everybody anymore”
5. **Control vs. Freedom:** *“I’m not going to do what I didn’t help decide”*
“I can’t do what I don’t understand”
6. **Rancher vs. Shepherd:** *“My pastor is my shepherd, and I shall not want”*
7. **Space and Place:** *“Someone is sitting in my pew”*
“Someone is using my date on the calendar”
8. **Taking the vote:** *“If I disagree, I must vote NO”*
9. **Changing the analogy:** *“I like my church the way it is”*
analogies: cat / dog/ garden / house / mansion / ranch / nation
10. **Determining the Purpose:** *“We already know what the purpose really is”*

THE LEVELS OF CONFLICT

<u>Level</u>	<u>Description</u>	<u>Pastor's Role</u>
Zero	organization depression	stir up some conflict
One	problem to solve	define the "right" problem
Two	disagreement	work for mutual or unilateral needs
Three	contest	find win/win solutions

Four	fight/flight	need outside help
Five	intractable	remove endangered ones

Note: this chart was produced by the Task Force on Pastor/Congregation Conflict of the Presbyterian Church, including the following: Ms. Mary V. Atkinson, Ms. Margaret Mruehl, Rev. Alan G. Gripe, Rev. Jill Hudson, Rev. Roy W. Pneuman, and Rev. Allan H. Swan

A SITUATION OF CONFLICT

The Scene:

Diagnostic Questions:

What is the presenting issue?

What history, if any, is behind the conflict?

Who/what areas of the church system are feeling the conflict?

What do you suspect are the systemic issues?

Where is the pastor aligned in this conflict?

In what way is this a growth issue?

What level (0 to 5) is this conflict?

Other factors?

HELPING THE CHURCH DISCERN ITS VISION

The Renegotiation Model:

Initial sharing of needs
Initial contract
Period of stability/productivity
Time of needs not being met, because of:
 Internal change or External changes
Possibilities: (1) terminate
 (2) “kiss and make up”
 (3) renegotiate

Getting to “Yes” *(from Harvard Negotiation Project)*

1. Separate people from problems (hard on problems, soft on people)
2. Focus on interests, not positions
3. Invent options for mutual gain
4. Insist on objective criteria

Purpose Centered vs. Preference Driven

Purpose Centered Churches vs. Preference Driven Churches

Collaboration vs. Conflict

Power vs. Energy

Acts 1:8

What it means to be purpose centered:

1. Have it.
2. Know it.
3. Use it (the whole purpose).

DISCERNING OUR VISION

**(“Building Your Company’s Vision“, Harvard Business Review, Sept./Oct. 1996
by James Collins and Jerry Porras)**

Core Ideology

Core Values

Core Purpose

Envisioned Future

B. H. A. G.

Vivid Description

THE PASTOR AS CHANGE AGENT

*“If you aren’t going to follow through, don’t start.
Once you start, don’t blink.” -- William Easum*

Working for Change Within the Church System

-- Envisioning (broad strokes) -- pastor / staff

**Pastor’s role: articulate vision: Whom is God calling us to reach?
How are we going to reach them?**

-- Deciding (specific directions) -- Committees / Task Forces

**Pastor’s role: Build alliances and coalitions
Take the right “votes”**

-- Implementing (programs, actions) -- Committees / Task Forces / Workers
with pastor/staff support

**Pastor’s role: small church - hands on, with the people
middle size church - work with committees
large church - delegation, task forces, staff**

The Accountability Principles: (King and Logan, *The Coaching Revolution*)

See ... Say ... Do

Trust drives accountability

THE PASTOR'S ROLE IN FUND-RAISING

Choosing the Right Style:

**Small Church - Loyalty Sunday / communicate needs/ faith promises
responds to a crisis**

**Middle-size Church - descriptive budget / estimates of giving /
finance statements / letter campaign / Circuit Rider**

**Large Church - pledges / multiple pledge systems
communicate programs and benefits (not needs or crisis)
every member canvass every 2-3 years
take seriously the levels of giving
regular accounting and reporting
responds well to "success" not to "crisis"**

The Principles of Fund-Raising:

- 1. Most churches don't have a money problem, they have a communication problem.**
- 2. Most churches don't have a commitment problem, they have a participation problem.**
- 3. Growing churches cost more.**
- 4. Most people have at least two "pockets" for their giving.**
- 5. The more opportunities for giving, the more money will be given.**
- 6. People need to learn to give for their own spiritual growth.**
- 7. The more people you have involved in the annual finance drive, the more likely it is to succeed.**
- 8. The role of the Finance Committee is to compile the budget, to raise the money, and the monitor the funds -- not to set the budget, or to limit the growth.**
- 9. The best persons for your fund-raising committee are not "bean-counters" but "dream-makers".**
- 10. The pastor is always the leader of the finance drive.**

THE LEADERSHIP ROLE IN FUND-RAISING (continued)

Opening the "Four Pockets" For Giving

The "left pocket" = giving to basic budget, current expenses

1. "Ask and ye shall receive"
2. A successful finance drive must have a program worth supporting.
3. Some give out of loyalty, most give because they see the benefits.
("Max and Maxine" and "Joe and Josephine")
4. 25% comes from the top 3% of the givers
25% comes from the next 7% of the givers
25% comes from the next 15% of the givers
25% comes from the last 75% of the givers (and 1/4 of these give nothing)
So, deal differently with each of these categories.

The "right pocket" = giving to special appeals, designated gifts

1. Every appeal will appeal to some, never to all.
2. The more appeals the better - up to 46 per year
46 = low-key, voluntary
1 = major, church-wide thrust with letters, publicity, everyone expected to help
1 = "Miracle Sunday" every half-generation with sacrificial giving, a milestone in the life of the church
3. The style of the 46 is voluntary, with permission not to give.

The "vest pocket" = giving to investments, endowments, trusts, foundations

1. It takes 60 "Joe's and Josephine's" to replace 1 "Max and Maxine".
2. Ask "Max and Maxine" to invest their giving for the future, because they have the money and they want to see long-term results.

The "hip pocket" = individuals who can be asked for special needs

1. Know who they are and cultivate them.
2. "Pastor's Club" idea (\$100-500 once or twice a year for special need)

Principle: the larger the church, the more pockets are needed to support the ministry!

LAY MINISTRY THROUGH VOLUNTEERISM

Philosophy of Volunteerism

- 1. People want to volunteer and are able**
- 2. Short-terms, hands-on, purpose-driven**
- 3. Participation leads to commitment**
- 4. Staff/leaders as equippers, not just doers**
- 5. Ministry is more important than meetings**
- 6. Accountability, not control (authority and responsibility)**

Key Ingredients of Volunteerism

- 1. Recruitment/Identification**
- 2. Training**
- 3. Support/Accountability**
- 4. Thanking**
- 5. Evaluation**

Tools for Volunteerism

- 1. Spiritual gifts**
- 2. Time and talent surveys**
- 3. Ministry fair**

Getting Started

- 1. Begin where people are ready**
- 2. Start small**
- 3. Do it well**
- 4. Encourage others**
- 5. Set a policy for new ministries**
- 6. Spend time equipping**
- 7. Give permission**

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SUPPORT/ACCOUNTABILITY GROUPS

Purpose: support
Accountability

Participants: geography
church size
shared leadership

Process: meet twice between Sessions, for about 2 hours
agenda: (1) how are you doing on your project?
(2) how can this group be helpful to you?
(3) any issues from the readings?

Projects:

small church: pastoral care
small to medium
differentiation

middle-size church: lay caring systems
new groups
“specialty” programs/ministries

large church: staffing for growth
new programs
quality

for everyone: lay leadership training