

Shift: Leading Change without being Trampled
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Types of Change

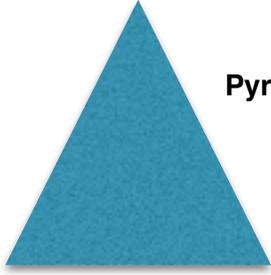
- Task Based Change *i.e.* Changes to worship space, redecorating Children's spaces, online giving
- Cultural Shifts *ie.* Changes towards being family-focused, moving toward weekly communion
 - Sometimes cultural shifts happen through a series of tasks

**** Generally, we are creatures of habit and dislike change. But growth and new experiences are essential to keeping relevant and journeying as disciples. To "go on toward perfection" means seeking God's call and voice continually. If all things stay the same, we can't be moving toward Christian Perfection. So... how do you lead change, guide your congregation toward perfection, without being trampled?**



Basic Steps towards Change

1. Evaluation: Are we ready for change?
 - **Am I a healthy leader?** (Mentally, Spiritually, Physically, etc)
 - Is my congregation in a healthy enough space to live this out?
 - Do we have healthy and capable leaders to partner with to make this happen?
2. Name desired change and outcome
 - Does this change align with our mission and vision for our congregation?
 - What is the pressing need for this change?
 - Research. Who has done this before? Gather photos/videos and success stories.
3. State our "Why"
 - Give an honest assessment (*do we really want this change for mission or survival?*)
 - Take an assessment of risk (*what are we not/willing to change? sacred cows?*)
 - Do we/I have the ability to make this change (*people support, finances, personal capital*)
 - What are we hoping to gain? (*dreams, goals, hunches about God*)
4. Where is God?
 - Where do we sense God calling us?
 - What are the theological, practical, and discipleship implication of this change?
 - What are the implications if we *don't* change?
5. Pray. Always and continually.



Pyramid of Change-Makers

Top: Leaders & Influencers for this specific change.

Middle: Related Leaders & Influencers.

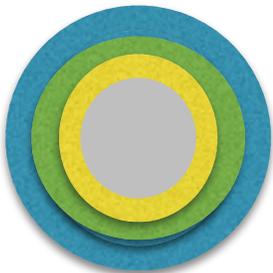
Bottom: Full congregation.

- Invite your Change Makers. (Influencers, Early Adopters, Experts)
 - 80% of our work is done by 20% of our people. Look for the 20%.
- Begin with 1:1 conversations. Listen to their hopes, dreams, and fears. Ask questions. Listen.
- Get buy in from key people.
- Invite Prayer Partners. Who can pray for you, as leader? Your congregation? Your mission?
 - Seek those to prayer personally and corporately.
 - Ask for courage, strength, wisdom, and discernment.
- Other Factors:
 - Are there key leaders who are not onboard?
 - Are there financial, staffing, or leadership changes needed to make this change?
 - Identify Resistors. What's the "cost" of their fears/frustrations?

** In every change, the pyramid will be made up of unique persons. Top leaders are not always council or formal leaders in the church. If making changes to worship space, this includes Sunday Volunteers or Tech team. If changes to Sunday School, includes parents & families. Middle groups include Council & SPRC, informal movers/shakers.

T.E.A.M. Together Everyone Achieves More

*Who are your supporters? Who has the most invested in this project?



Communication Circles

** In every change, we need to communicate effectively and transparently. However, the level to which we share varies based on audience. Church council will have different information than the general congregation.

Do make space for various circles to hear the plan, share dreams/concerns, and participate in the process. But do so appropriate to the circle. (ie. when you're sharing the plan with the congregation; you're not beginning with step one again.)

Putting the Plan into Action

- Trust the Spirit. Pray often.
- Invite your **TEAM**. Gather people for conversations, dreaming, and brainstorming
 - Toss up a big whiteboard or post it notes and brainstorm.
 - What is our desired outcome? What is our guiding vision? Sensed need?
- Make SMART Goals *ie. Specific, Measurable, Attainable, Relevant, TimeBound*
 - Specific: name as clearly as possible our desired outcome
 - Measurable: how will we measure it's success or completion?
 - Attainable: limit and name our ability to achieve this outcome
 - Relevant: How does this goal align with our vision? How does it matter now?
 - TimeBound: Set specific target dates for each step of the goal.
 - Make Bite Sized Steps and Define Long-Term Wins.
 - Celebrate both!
- Define roles within your TEAM
 - Visionaries: focus on what needs to change and communicating that
 - Administrators: implement the change, ensuring goals are met
 - Shepherds: listen and guide people through the painful or hard parts
- Communicate the Vision
 - Vision is Caught not Taught: tell stories, mark milestones!
 - *Often, missional changes are made for people who are not yet with us. Tell their story. Tell the story of the newcomer, the church baby grown up: help us dream.*
 - Highlight the desired outcome, steps toward change, and what will *not* change
 - Use the communication circles as a guide and be discerning: what is shared in the newsletter? Sunday morning? With necessary groups? Leaders?
 - Share Successes: What are the hard numbers? The narrative? Who's heart has warmed?
 - Remember the consequences and need for people to partner with you.
 - Communicate often, clearly, and strategically.
- Tell your Story: Who are we? How does this change live out our vision & mission?
 - Create a culture of change. Include this in your public prayers, preaching, small groups.
 - Acknowledge how change is hard; recognize grief. Celebrate dreams and wins.
 - Share yourself. Show the sacrifice and changes you're willing to make yourself.
 - Remember: *Often changes we seek have happened in our context before.*

- Implement Bravely.
 - Follow through with your SMART Goals and vision.

 - Don't be swayed by last minute nerves.

 - Celebrate Early Wins: Loudly & Often.

 - Fail Quickly and Respond.
 - *Toddlers learning to walk, don't give up after falling down, they stand and try again. What went wrong? What went right? What changes can we make to do better next time?*

- Share the Big Picture repeatedly.

- Continue to re/evaluate the End Goal with your T.E.A.M.
 - Expect a "dip". Between launching the change and seeing results: we grow nervous, tired, or discouraged. Anticipate this and stay the course.

Tips to avoid being Trampled

Any change, any plan, even those perfectly implemented, face resistance. Change makes us nervous, brings forth grief, and forces us to be vulnerable. Expect resistance. When it comes:

- Remember in whose name you have been created and redeemed.
- Remember in whose name your resistors have been created and redeemed.
 - We are on the same team; we are all seeking to follow God in this time and place.
 - We are creatures of habit and resist change.
 - Be gracious.
 - Name losses. New does not mean that *you* are not relevant, loved, or important.
 - Change does not mean *you* do not matter or wrong.
 - Try to listen beyond the critique and sense what feelings are present.
- No change will please 100% of people.
 - Resistance does not mean a change is impossible or a failure.
 - Name and remember the reason for taking this risk.
 - Take an honest assessment: is this worth the fight? Are your supporters all-in?
- No communication will reach all people.
 - You can control what *you* say and do. You can't control what others hear, believe, or feel.
- We do not listen to anonymous comments. (Repeat this).
 - Good or bad, any comments on the project that will be addressed need names attached.
 - "Some people" are not on our church rolls.
- Remember, negative voice are louder than positive ones.
 - Dissenters are more likely to speak loudly than supporters. And we're more likely to be personally hurt by dissent, than we are equally motivated by support.
- Pray. Ask God for courage, support, and wisdom as you lead.
- Find trusted colleagues and resources.
 - Who can you share your frustrations and fears?
 - Who can pray and talk honestly with you? Build your tribe. Do not isolate.
- Don't make resistance personal, be relational and name concerns/fears.
- Remember your mission and vision.
 - Remember how God is at work in you and through this change.

