

Leading Major Change in Your Ministry

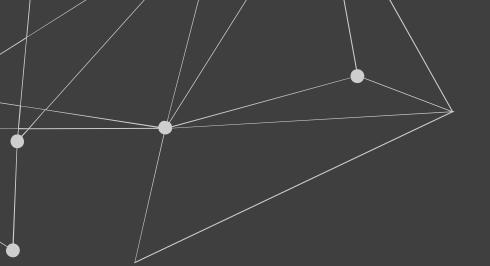
Dr. Jeff Iorg



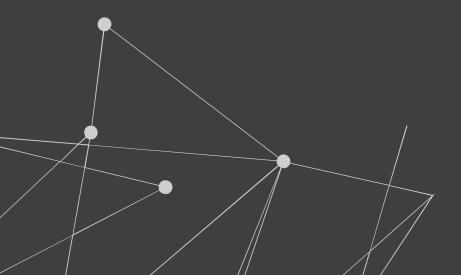


Dr. Jeff Iorg





Major Change Begins with Direction from God



God Speaks – Joshua's Jericho Conquest

Joshua 6:1-5

•God Spoke to Joshua

•There is no description of how God communicated.

•Leaders must be careful about "Moses on the Mountain" methods.

New Testament Models for Discerning God's Direction

Replacing Judas (Acts 1:16-26)

- •Consulted God's word (Acts 1:16, 20)
- •Referenced the Holy Spirit's guidance (Acts 1:16)
- •Established criteria for the replacement apostle (Acts 1:21-22)
- •Proposed options (Acts 1:23)
- •Prayed (Acts 1:24)
- •Made a community based decision by casting lots (Acts 1:26)

New Testament Models for Discerning God's Direction

The Jerusalem Council (Acts 15:1-35)

- •James referenced the word of God (Acts 15:15)
- •Peter mentioned the Holy Spirit (Acts 15:8); James attributed their conclusion to the Spirit (Acts 15:28)
- •The leaders cited reasonable evidence for their decision (Acts 15:9-11)
- •James proposed a solution (Acts 15:20, 23)
- •Though prayer is not mentioned, the context tells us the whole community was prayerfully involved in the process (Acts 15:12-13, 22, 28)

Discerning God's Direction for Communities God speaks through his Word.

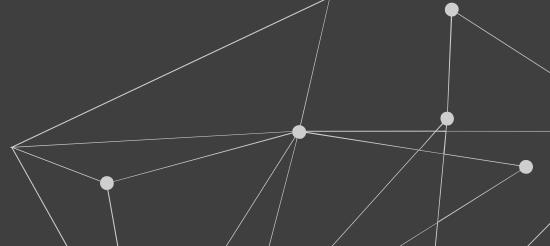
•God instructs devotionally (2 Timothy 4:2).

•God uses the Bible *directionally* (Ephesians 3:8-11).

God guides through prayer.

•Leaders should make the decision-making dilemma known to followers as much as possible.

•Key decision makers must pray together.



Discerning God's Direction for Communities God directs by the Holy Spirit.

- •The Holy Spirit played a prominent role among early Christian leaders and still plays a significant role today.
- •All believers are indwelled by the Holy Spirit with the potential for being filled with the Spirit (Ephesians 5:18).
- •Asking for the filling, leading, or guiding by the Holy spirit is simple.

God often causes a *signal event* to motivate a group.

Characteristics of a signal event:

- •They happen unexpectedly.
- •They are beyond what can be caused by any person or group.
- •They motivate and unify because everyone sees God at work.
- •They indicate it is time to accelerate the pace.
- •They strengthen faith.

God communicates through people.

Colleagues

- •A leadership group creates more ideas and options about change.
- •A leadership group edits out bad ideas.
- •A leadership group turns good ideas into great ideas.
- •A leadership group's private objections are similar to public objections; prepare to handle them in public by first handling them in private.

God communicates through people.

Colleagues

- •A leadership group's joint decision can be the means God uses to keep a major change on his timetable.
- •A leadership group's decision reflects shared wisdom (Prov. 19:20, 15:22).
- •Best decisions are made when a leadership group finally reaches unity.

God communicates through authorities.

•Trust your accountability structure.

•Authorities provide strength and resolve.

•Authorities provide comfort and confidence.

Major Change Requires Initiative from a Leader

God Starts by Selecting a Leader

- •When God does something new, he starts by selecting a leader.
- Leader before strategy
 - God chooses flawed people.
 - God patiently trains people for the leadership roles he assigns.
- •Character over skills
 - Problems are dynamic so adaptability and teach-ability trump fixed practices.
 - Skills are important just not as important as continuing spiritual maturity and character development.

God Starts by Selecting a leader

- •Experience shapes usefulness.
 - God chooses a leader in the context of the leader's past life experiences.
 - God uses leaders and trains them for future service simultaneously.
 - A leader's ability to learn new skills is more important than a fixed skill set.



Leaders Must Lead

- •Joshua received specific instructions from God to conquer Jericho
 - He supervised the attack (Joshua 6:12)
 - He stayed engaged daily (Joshua 6:16)
 - He provided detailed instructions about destroying the city (Josh. 6:17-19)
- •Leaders lead
 - They take initiative.
 - They stand up at the appropriate time.
 - They take responsibility.

Overcoming Reluctance to Lead

Three factors that contribute to leadership reticence.

1. Fear of failure

- Failure IS an option.
- Admit your fears, face them, and stand strong (2 Cor. 10:3-5).



Overcoming Reluctance to Lead

Three factors that contribute to leadership reticence.

2. Dreading conflict

- •Christian leaders have a pastoral perspective.
- •There is a fine line between protecting people and pleasing people.
- •Keep your mission in focus and move forward while trusting God.

Overcoming Reluctance to Lead

Three factors that contribute to leadership reticence.

3. Personal cost

- •Leading change takes time.
- •Leading change drains energy and vitality.
- •Leading change costs money.

Leaders Take Risks

Planning manages risk.

- •"Trusting God" without a plan is presumption "Hope is not a strategy."
- •A strategic planning process includes: mission statement, vision summary, strategic goals, action items, and resource allocation.
- •Good planning identifies and mitigates risk does not eliminate it.

Leaders Take Risks

Planning increases trust

- •Honest communication and well-managed strategic planning increases trust.
- •Followers of Christ want to be shepherded, not stampeded through change.



Leaders Take Risks

Planning must include the "God factor."

- •Waiting for a signal event.
- •Plans cannot be the sum total of our intelligence offered to God for his approval and blessing.

Leaders Finish the Job

Getting started is easy — understanding when a project is really complete is more difficult.

- •Change is not complete until assimilation is finished.
- •Leaders understand the duration of time to fully implement a major change.
- •Leaders must ration their energy to make it to the end.

Leaders Finish the Job

Can a leader leave in the middle of a project?

•Make sure leaving will not jeopardize long-term organizational health.

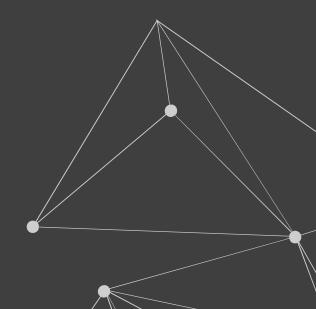
•Leave in response to call, not to escape pressure-filled change situation.



Major Change is Accomplished by Followers

Joshua and His Followers

- •God gave Joshua specific instructions for the people to follow (Joshua 6:3-5)
- •Leaders are vital, but followers actually accomplish major change.
 - Followers do the work.
 - Followers are a sacred trust, not a commodity.



Leading from your Followers' Perspective

- •A leader must put him/herself in their followers' shoes.
- •Leaders can be out of touch with their followers.

•Followers' first response (not their last or final response) is to consider the personal costs.

Clear, consistent communication.

•Communication counteracts fear and anxiety.

•Good leaders implement a thorough communications strategy.

Resources to accomplish the change.

Time:

- Set realistic timelines for change.
 - Give followers adequate time to process the change.
 - Give followers adequate time to implement the change.
- Providing adequate time relives undue pressure.
- Providing adequate time assures followers their needs are being considered.

Resources to accomplish the change.

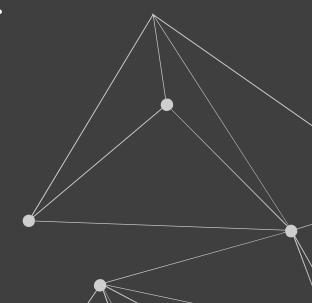
Time:

- Providing adequate time creates a sense of pace.
- Providing adequate time recognizes the natural "energy swoon" in any project.
- Providing adequate time recognizes "life happens."

Resources to accomplish the change.

Tracks:

- Create a reasonable path for successfully implementing change.
- Lay out workable steps to accomplish the change.
- Keep people on track functional discipline.



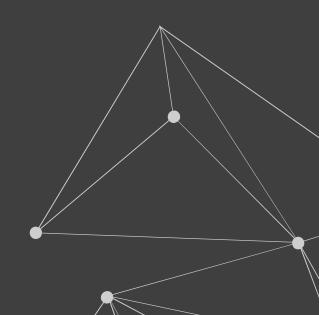
Resources to accomplish the change.

Tools:

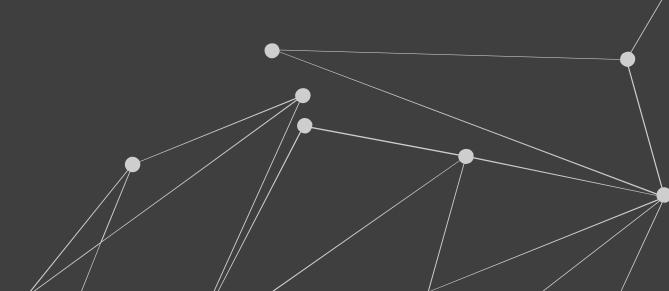
- The right tools make any job easier.
- Providing tools includes training.
- Providing tools includes connecting followers with experts.
- Providing tools includes providing people and materials needed for the job.

Recognition of Sacrifices Made for the Mission

- Honor each other through verbal praise.
- Honor each other with meaningful gifts.
- Honor each other by sharing the credit.



Major Change Depends on God's Intervention



Joshua Experienced God's Intervention

- The walls were formidable yet God made it clear that His power would suffice (Joshua 6:5)
- When God wants his people to accomplish something remarkable, he intervenes in powerful ways to make it happen.

Miracles Still Happen

- Miracles are observable events tangible, but not able to explained by human agency or intellect.
- God intervenes in two distinct ways:
 - 1. God often signals He wants something done and the time He wants it done by miraculous intervention.
 - 2. God works in such a way to ensure that His people know it is His plan and his time for change to take place.

God Assembled our leadership team God gave us special gifts

God gave us governmental favor

God provided a new campus

God sent a buyer



Seven Miracles

– the Gateway

Seminary Story

God enriched us financially

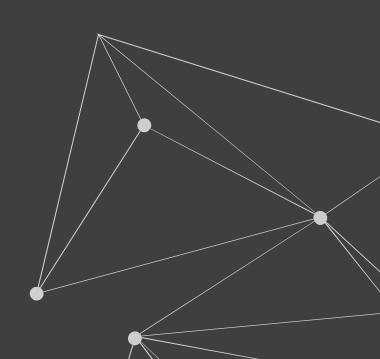
God gave us unity

Leading Major Change is Messy and Difficult

Reality at Jericho

The Jericho story shows how chaotic major change can be.

- •A scorched earth policy of total war.
- •God ordered a slaughter people and animals.
- The conquest was grueling and chaotic.

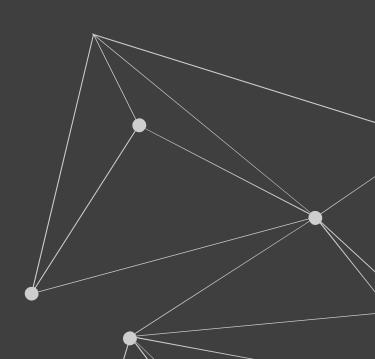


Reality in Jericho

Major change today is not this difficult but may leave you thinking:

•What were we thinking?

•Did we miss God's direction?



Reality in Jericho

Major change often involves conflict.

•Leaders must learn to diagnose conflict — differentiating between healthy and unhealthy conflict.

•Leaders must learn to minister through conflict and manage it well.

Encouraging Healthy Conflict

Struggle with God.

•Leaders experience inner turmoil.

•God is not elusive but our spiritual receptors are flawed.

Encouraging Healthy Conflict

Debate among decision-makers.

- •Honest debate among leaders is healthy.
- •Patience with the process leads to unity.

Encouraging Healthy Conflict

Tension among followers.

Followers often feel anxious when major change is announced and wonder "What does this mean for me?"

- •Relieve tension by providing information.
- •Relieve tension by allowing adequate time to process information.
- •Relieve tension by giving the followers "permission" or a "blessing" for dialogue about transition (not the change).

Ministering Effectively During Unhealthy Conflict

Dissent from insiders

•Non-adopters who go along with the change can be accommodated.

•People who aggressively oppose the change must leave the organization.

Ministering Effectively During Unhealthy Conflict

Attack from outsiders

- •Ministry leaders must protect the ministry organization
 - not themselves.
- •Ministry leaders must minimize the influence of detractors on daily operations be a buffer.

Anticipate conflict – do not be surprised when it happens.

- •The early church experienced *conflict among its members* (Phil. 4:2-3, Euodia and Syntyche)
- •The eary church had *conflict over a personnel matter* (Acts 15:36-41, John Mark).

Anticipate conflict – do not be surprised when it happens.

•The early church had *conflict between prominent church leaders* (Galatians 2:11, 14; Paul's opposition to Peter).

•The early church had *conflict over doctrine* (Acts 15:1-35, debate over circumcision and the nature of the gospel).

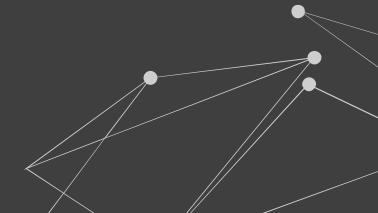
Address conflict intentionally – not just as a last resort.

- •Deal directly with opponents know when productive dialogue is over.
- •Respond proportionally to the opposition expressed.
- •Do not address conflict in a public forum it is cowardly and deceitful.

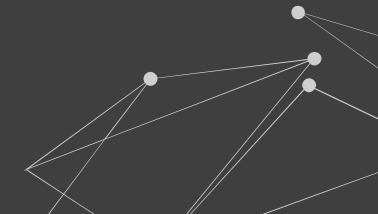
Resolve conflict appropriately – not perfectly.

•When leaders resolve conflict they reach the best decision possible – not a decision that makes everyone happy. The goal is to advance God's mission, not pleasing as many people as possible.

- •Two options for resolving conflict
 - Leaders and followers agree to work together.
 - Leaders and followers agree to separate and continue to advance God's mission.



- •Two unacceptable options for resolving conflict:
 - Leaders and followers cannot agree and try to work together.
 - Leaders or followers quit because of conflict and abandon serving God's mission.



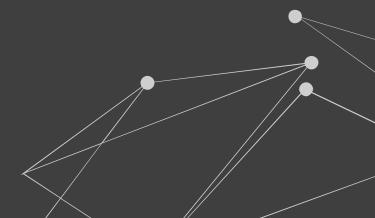
Accept mixed outcomes – common ending.

- •Possible outcomes of conflict resolution:
 - Some people will be pleased.
 - Some will be disappointed.
 - Some will stay fully engaged.
 - Some will leave for other opportunities.

•Be careful not to personalize the results of conflict resolution.

Move on – nothing left to do.

- •Once conflict resolution is complete move on!
- •Refocus on accomplishing your mission.





Conquering for God's Glory

Joshua's conquest was:

- •Originated by God.
- •Empowered by God.
- •Resulted in riches being collected for God.
- •Brought glory to God.

Conquering for God's Glory

Israel's sin and the debacle at Ai.

- •Joshua sends scouts and begins planning (Joshua 7:1-4).
- •Israel defeated and Joshua cries for help (Joshua 7:5-9)
- •Achan identified (Joshua 7:13-15).
- •Achan's sin created consequences for Israel and his family (Joshua 7:25b-26).

Conquering for God's Glory

God gets the glory!

- •God will not share his glory nor allow disobedience to mar the purity of service done in his name.
- •God's work done God's way resounds to his glory.
- •But, "How do we glorify God?" and "What can we do to glorify God through major change?"

Do Work Worthy of God's Name

- •God is glorified when a major change is worthy of being done in his name.
- •Doing ministry with excellence means doing the best we can with what we have.
- •Doing ministry with excellence means allocating resources wisely.

Magnify God's Role in Your Success

- •Magnify God's role in any success achieved through a major change (Psalm 29:1-2)
- •Give God glory for what you were able to do as a leader.
- •Give God glory by facilitating members, employees, and other constituents in telling their personal stories of God's work through them.

Celebrate Obedience and Sacrifice

Obedient sacrifice communicates a high value believers place on their relationship with God.

What constitutes a sacrifice?

- •Sacrifice is giving up money, time, relationships, or rights.
- •Sacrifice is setting aside your desires for the interests of others.

Celebrate Obedience and Sacrifice

Sacrifice is personal

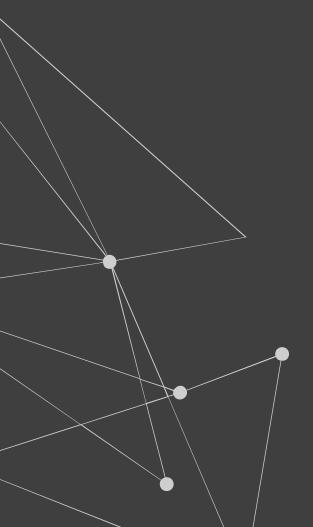
- •God's request and your response is a personal experience.
- •Leaders must pay attention to the sacrifices followers are making and recognize them.

Celebrate Obedience and Sacrifice

Sacrifice is proportional

- •Sacrifice involves proportional, self-limiting choices.
- •Leaders must help people discern and participate in making sacrifices.

Focus Everything on God's Mission



Change must always be about God's mission.

Focus Everything on God's Mission

God's glory – achieved through advancing God's kingdom – must be the ultimate end of every major change.

