

# How to Manage Change to Become a Disciplemaking Church

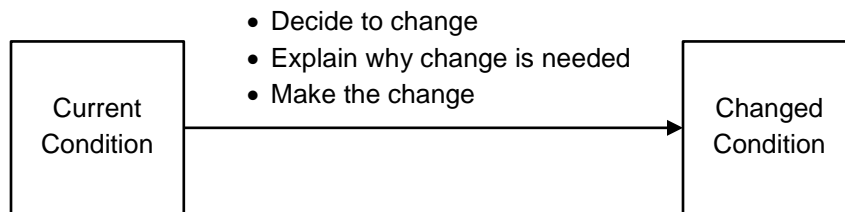
## I. Introduction

As a pastor, you are in the change business. This lesson will help you manage needed change in your church.

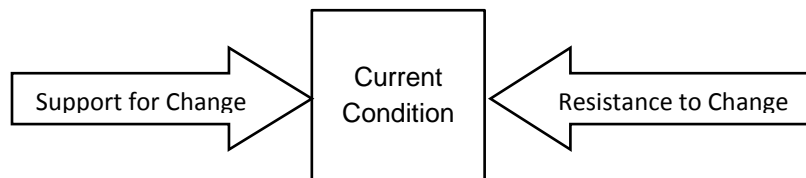
So far our training has been about how to do the right things. Now we will talk about how to do things the right way. You have already begun taking your church through a change process by training you church leaders to be disciples in a Foundations group and apprenticing some of them to be disciplemakers. Now we will talk about how to properly continue the change process to minimize problems, maximize needed change, and how to keep your church headed in the right direction.

## II. How to Understand Change

Most people understand change as simply making a decision to make a change, explaining why the change is needed, and then make the change. It looks like this:



However, this is an oversimplification of how to bring about change. The current condition is the way it is because no one is trying to change it; but when you begin to change the current condition, many times you will discover that there will be resistance to the change. If the resistance to the change equals the support for the change, there will be no change in the condition.



Equal Support & Resistance = No Change

Now you can see that in order to bring about change you must not only have support for the change, you must reduce the resistance to change. However, once the change is made, you must put organizational structures in place to maintain the change. But then you need to evaluate your organizational structures yearly to make sure they keep you headed in the right direction and don't need to be changed. In our context you want to change your church to a disciplemaking church. We will talk about ways to support becoming a disciplemaking church and also talk about ways to reduce resistance to becoming a disciplemaking church. Then you will implement organizational structures so that you will remain a disciplemaking church. Finally, you will evaluate your organizational structures every year to make sure they are accomplishing their purpose of making disciples.

To create change that will keep you headed in the right direction you must do these things:

1. Increase support for change

2. Reduce resistance to change
3. Implement the change
4. implement an organizational structure to maintain the change
5. Evaluate the organizational structure yearly to make sure it doesn't need to be changed

In bringing about the organizational structural change needed for your church to become a discipling church, you must first help your church leaders and members see the benefits of making the change.

### **III. Principles to Achieve Successful Change**

#### **A. Use Outside Help**

You may want to use a person outside of your church to help your church members begin to see the need for change, the need to become a discipling church. This person will probably be one of the pastors in your workshop or another pastor who has gone through the training.

#### **B. Wisdom for Managing Change**

1. Break the news of the change to your leaders and church members slowly. This is why you started the change process after Workshop 1 by training your church leaders in a Foundations group and then began to apprentice some of them to be disciplers. Now after many months, you are developing a plan for continuing the change process. If you describe all of the needed change all at once, you will create resistance that could have been avoided. Be wise.
2. There will never be 100% agreement of your congregation about any major change, including this one. Make sure that you, your leaders, and your congregation know that needed change does not need 100% approval. However, your wise change process will gain you a large majority of approval.
3. Let people know that the purpose of the change is to better meet the needs of people and also give specific examples. Improved numerical growth will populate Heaven and keep people out of Hell. Spiritual growth will help your people experience the fruit of the Spirit: Love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control. Becoming a discipling church will make your church healthier and more effective.
4. Be positive in your approach. Don't criticize the old ways. Emphasize the positive aspects of the new approach.
5. Have faith and confidence that you will succeed. This is essential for your church leaders and members to follow your leadership. If you express doubts, you will never succeed.
6. In your implementation schedule give your people time to understand and appreciate the changes before you ask them to accept the change.
7. Learn from some of the longer term leaders in your church of any problems accepting change in the past and try to avoid these problems. It may be something as simple as to avoid using certain words and phrases. Present your ideas and presentations to a trusted longer term leader to get their advice that will help you avoid problems.
8. Simple changes will face the least resistance. Major changes will face more resistance. And removing or replacing a ministry will face the most resistance. Here is a way to deal with more difficult changes
  - a. Gather a trusted team of leaders to help you evaluate the existing programs and ministries in accordance with the ministry evaluation process you learned earlier
  - b. Report the problems with the existing programs or ministries to the church leadership

- c. Several weeks later present the findings of your team with recommended changes to some ministries and removal of other ministries. Give the reasons for the changes or removal and the benefits of the new ministries.
9. Even if you do everything perfectly, you will still face resistance to change. Be more patient and unswerving than those opposed to change and you will see your church become a discipling church.

## C. Know What Stage of Life Your Church Is In

Churches have a life cycle with stages from birth to death just as people do. Knowing what stage of life your church is in will help you know in the beginning how much effort the change will require.

	Life Stage				
	1. Birth	2. Developing	3. Mature	4. Aging	5. Dying
<b>Purpose</b>	Everyone understands	Everyone understands	Majority understand	Forgotten	Forgotten. Purpose is survival
<b>Programs</b>	Support purpose	Support purpose	Support purpose	Replace purpose	Irrelevant
<b>Structure</b>	Simple	Simple	Simple & effective	Complex & less effective	Tradition bound
<b>Support for change</b>	Very high	Very high	High	Low	Non-existent
<b>Ministry Involvement</b>	100%	Very high	High	Low	Very low
<b>Morale</b>	Very high	Very high	Very high	Low	Very low

The life stage of your church will affect your change process.

- Stage 1 or 2: Change will be relatively easy
- Stage 3: Your church leaders and members will be more open to change but you will have to show them the benefits of change
- Stage 4: Change will require using every tool and skill you have to bring about change. Change will take longer and you will probably lose some people.
- Stage 5: Most people have lost hope at this stage and some will be willing to try something new out of desperation. Change may actually be easier to bring about than if your church were at Stage 4.

## D. Know the Accepted Authority Style of Your Church

Knowing the accepted authority style in your church will help you make the needed changes.

1. **Authoritarian Style.** This source of authority comes from one person, usually the senior pastor. Founding pastors, pastors of very large churches, and some charismatic and fundamentalist pastors sometimes are able to use this style. In some smaller churches the authoritarian leader may be an influential church member.

If your church culture allows you to use an authoritarian style, making changes in your church will be easier. However, as you become a discipling church, your church will grow and you will be training more leaders to manage the church and you will be training church planters. Then you will need to give more authority to others so they can lead effectively. Any leader can only manage a certain span of control then he must give more authority and delegate more responsibility to other managers. This is the

difference between a leader and a manager. A leader can lead an organization of unlimited size by focusing on vision and leadership and keeping the organization true to its mission. A manager focuses on implementation of the vision and is involved in too many details to provide the leadership needed for a large organization.

Ultimately, it is best if your church leaders and members follow your leadership because they know you love them and are seeking what's best for them, not because they feel obligated to obey you because of your position.

2. **Legalistic Style.** This source of authority comes from an agreed on document or documents such as a church constitution, church bylaws, policy manual, or even unwritten church traditions such as women not wearing pants. If this is the primary source of authority in your church, it is even more important to have an agreed upon Disciplemaking Church Plan. This style of authority can make it easier to maintain a disciplemaking church structure if there is a change in leadership. However, you must make changes in accordance with your church legal documents or use your amendment process to change them if necessary.
3. **Communal Style.** This source of authority comes from the congregation. This style requires that you gain the support of the congregation before making any changes.

## E. Know Your Congregation

Your congregation consists of four different groups of people based on their age and whether they have attended your church longer than you, the pastor.

<ul style="list-style-type: none"> <li>• Older than the pastor</li> <li>• Attended church longer time than the pastor</li> </ul>	<ul style="list-style-type: none"> <li>• Younger than the pastor</li> <li>• Attended church longer time than the pastor</li> </ul>
<ul style="list-style-type: none"> <li>• Older than the pastor</li> <li>• Attended church shorter time than the pastor</li> </ul>	<ul style="list-style-type: none"> <li>• Younger than the pastor</li> <li>• Attended church shorter time than the pastor</li> </ul>

You can usually assume that the older long term church members will **not** support change and that the younger short term church members **will** support change.

There is a critical time in a pastor's tenure when the older long term members feel that they are going to lose control of the church because there are more new members than long term members in the church. This usually happens between the fourth and sixth year of a pastor's tenure. If the pastor can persevere during this time period, he will gain enough support to have an increasingly effective ministry.

Now let's apply this knowledge about your congregation to help you implement change in your church.

- Analyze where your support and opposition will probably come from and how much of each you will have before you start the change process.
- If you have a majority of support from your leaders and church members, change will be easier.
- If you don't have a majority of support from your leaders and church members, you definitely need to use outside help. You must also use key church leaders who support you and the changes.
- It is wise to value as many of the older longer term members of your church when you begin your ministry at the church before control becomes an issue. They have many characteristics that you can value.

Now fill in the percentage of your congregation in each of the four groups.

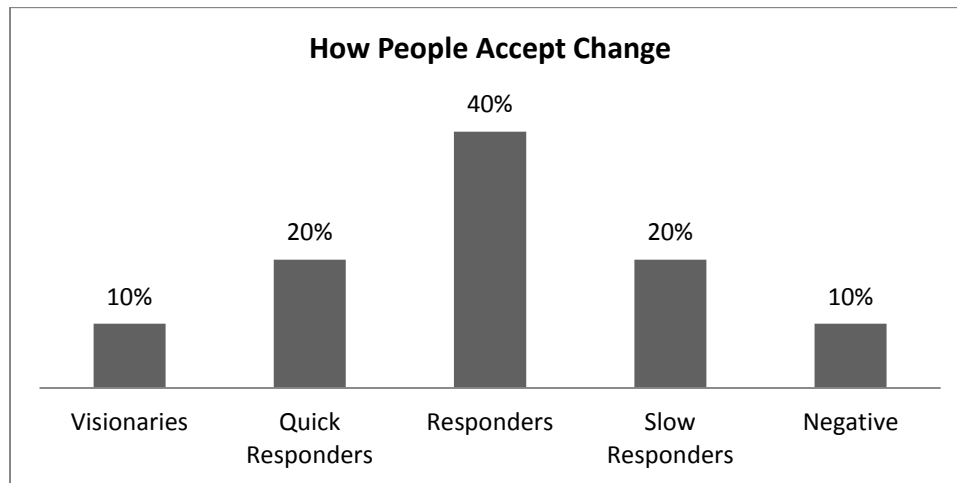
Older longer term _____%	Younger longer term _____%
Older shorter term _____%	Younger shorter term _____%

## IV. Managing Change

### A. Increase support for change

1. Use outside help to speak the truth, to help your church members see the need for change, and to motivate them start the process of change
2. Cast a Biblical vision of a disciplemaking church and why Jesus wants this for your church
3. Help people see the positive results of change a little bit at a time as you disciple and apprentice your leaders in a Foundations group.
4. Explain the benefits of being a disciplemaking church before you explain the new methods and organizational structures. This will help them value the new ways more than the old ways.
5. Show how the new methods and organizational structures will accomplish your mission of finishing the Great Commission by making disciples.
6. Introduce the change through the proper chain of authority starting with the leaders of the areas being changed, the workers affected by the change, the other leaders and decision makers in your church, and then all of your church members. Give each group of people time to understand, give input into the change, and support the change.
7. Increase the number of supporters for change. You must approach individual people to explain the change before you approach groups. People accept or reject change for different reasons. Here is a list of people by approximate percentage of your congregation and how they respond to change.
  - a. Visionaries (10%). They respond quickly to change and usually have the gift of faith. Seek these people first to understand and agree with the change. Recruit them to help you increase support for change.
  - b. Quick Responders (20%). They recognize good ideas and usually have the gift of wisdom. These people will need a little more explanation but will quickly support change that has been explained well. Recruit these people to help you increase support for change after you have recruited the Visionaries.
  - c. Responders (40%). They are the majority of people in your church and need a lot of explanation before they will support the change. They generally give a fair hearing to the explanations about the benefits of change but they prefer to leave things the way they are. The Visionaries and Quick Responders will help you gain their support for becoming a disciplemaking church.
  - d. Slow Responders (20%). They are the last group to agree to change and take the longest to convince. Many of them may speak against change but they will ultimately follow the majority in accepting the change. Don't feel rejected if these people don't verbalize support for change. They will go along with the change.
  - e. Negative (10%). They seldom accept change. Their commitment is to the way things are and to the past. They will sow discord during the change process and after the change is implemented. They will usually leave your church if they can't recruit some followers to help them promote their point of view. Don't be discouraged by their negative response. Love them

but move ahead with the change process anyway. Obeying Jesus and finishing the Great Commission is too important to let a small minority of people prevent your church from becoming a disciplemaking church.



## **B. Reduce Resistance to Change**

1. After you have increased support for change using positive methods, you can begin to reduce the resistance to change by showing how ministries that need to be changed are not meeting the needs of people as they should.
2. Show how the vision you have been following is not accomplishing the mission that God has for your church and every church.
3. Decrease the number of people who resist change as described previously.
4. Remember that it will be impossible to get 100% of your people to accept change.

## **C. Implement the Change**

1. Don't implement the change until you have sufficiently increased the support for change and reduced the resistance to change. Now change is possible.
2. Organize your Visionaries and Quick Responders who support the change. They will be your change implementers.
3. Use your Spiritual Growth Plan and Disciplemaking Church Plan to communicate the changes
  - a. Communicate with your church staff, Visionaries, and Quick Responders first
  - b. Communicate with your church leaders next
  - c. Every church member must have a copy of your Spiritual Growth Plan
4. Develop a Disciplemaking Church Implementation Plan you will learn about in the next lesson.
5. Use those who support change to broaden the support and implement the change.
6. Give your change implementers the authority and resources needed to make the changes. They will need finances, facilities, staff help, and promotional support from the pulpit.

## **D. Implement an Organizational Structure to Maintain the Change**

For change to last, you must create an organizational structure to support it over the long term. You learned in previous lessons how to create the structures necessary to have a disciplemaking church. Now you will implement these structures so that you will remain a disciplemaking church.

1. For a smaller church you will have Foundations Groups and a Disciplemaker Team
2. For larger churches you will also have Ministry Groups

Here are some of the things you will be doing that will help you remain a disciplemaking church:

1. Vision training at every Disciplemaker Team meeting
  1. Praise Reports. Share stories of life change in the Foundations Groups
  2. Review the non-negotiables
  3. Periodically share the numerical progress of multiplication
    - Number of Foundations Groups
    - Number of people in Foundations Groups
    - Number of disciplemakers
    - Number of apprentices
    - Number of people disciplined so far
2. Have periodic life change testimonies during your worship service by Foundations group members
3. Preach periodically about the vision of finishing the Great Commission by making multiplying disciplemakers
4. Review your Disciplemaking Church Plan periodically with your church leaders
5. Enforce your Disciplemaking Church Plan
6. Make sure your church membership process requires people to go through a Foundations group for discipleship and then to be in a Ministry Group or Disciplemaker Team for ongoing growth as a disciple and to serve in the church. Anyone should feel free to attend your church without any obligation. But church membership requires a commitment to continue to grow spiritually and to serve in the church.
7. Make sure every church member has a copy of the Spiritual Growth Plan. Preach periodically about the Spiritual Growth Plan and why it is important.
8. Train your church staff using this pastor training material
9. Periodically share your progress in training pastors in your training center with your church leaders and during your worship service. This will give them a broader vision of what God is doing.
10. Bring pastors who have received this training to share periodically with your church how God is blessing their disciplemaking ministry.

## **E. Evaluate Your Organizational Structure Yearly**

You will evaluate your ministries and programs every year as described in a previous lesson. You do this to make sure that existing ministries are still fulfilling their disciplemaking purpose and that new ministries which do not support your disciplemaking purpose are not allowed into your church.

You will not only evaluate your ministries, you will improve or remove ministries that need corrective action. If you don't do this evaluation, your church will evolve back to the way it was before you implemented your changes and it will no longer be a disciplemaking church.

Every Christian has their own idea of how the church should operate and some of them will try to redirect the mission of your church. However, God has appointed you as the leader and caretaker of your church and it is your responsibility to keep your church focused on God's mission and resist attempts by people to divert your church from its mission.

## **F. Checklist for Managing Change to Become a Disciplemaking Church**

Use this checklist to make a plan to get a majority of your church members in a Foundations discipleship small group when you implement your disciplemaking church plan.

1. Understand clearly what changes need to be made

- a. Decide the organizational structure your church needs to become a disciplemaking church
  - b. Evaluate all of your ministries and programs and determine which ones need to be improved or removed
  - c. Understand why people value certain ministries that need to be improved or removed
  - d. Consult with a trusted longer term leader in your church of any problems accepting change in the past and how to avoid these problems.
2. Understand your church situation
    - a. Know the life stage of your church
    - b. Know the accepted authority style of your church
    - c. Know your congregation
      - i. Determine where your support and opposition will come from
3. Increase support for change
    - a. Determine if you will use outside help
    - b. Determine when the outside help will be needed
    - c. Be sure to understand your role
    - d. Cast a Biblical vision of a disciplemaking church and why Jesus wants this for your church
    - e. Help people see the positive results of change a little bit at a time as you disciple and apprentice your leaders in a Foundations group.
    - f. Explain the benefits of being a disciplemaking church before you explain the new methods and organizational structures. This will help them value the new ways more than the old ways.
    - g. Show how the new methods and organizational structures will accomplish your mission of finishing the Great Commission by making disciples.
    - h. Introduce the change through the proper chain of authority starting with the leaders of the areas being changed, the workers affected by the change, the other leaders and decision makers in your church, and then all of your church members. Give each group of people time to understand, give input into the change, and support the change.
    - i. Increase the number of supporters for change. You must approach individual people to explain the change before you approach groups. People accept or reject change for different reasons. Recruit Visionaries and Quick Responders first to support the change
    - j. Help people value the new ministries
      - i. Help them understand the benefits of the new ministries and how the new ministries will accomplish what they value in a better way
      - ii. Speak about the new ministries in terms of how they meet needs
    - k. Be positive in your approach. Don't criticize the old ways. Emphasize the positive aspects of the new approach.
  4. Reduce resistance to change
    - a. Show how ministries that need to be changed are not meeting the needs of people as they should.
    - b. Show how the vision you have been following is not accomplishing the mission that God has for your church and every church.
    - c. Remember that it will be impossible to get 100% of your people to accept change.
  5. Implement the change
    - a. Don't implement the change until you have sufficiently increased the support for change and reduced the resistance to change. Now change is possible.
    - b. Organize your Visionaries and Quick Responders who support the change. They will be your change implementers.
    - c. Use your Spiritual Growth Plan and Disciplemaking Church Plan to communicate the changes
      - i. Communicate with your church staff, Visionaries, and Quick Responders first



- ii. Communicate with your church leaders next
  - iii. Every church member must have a copy of your Spiritual Growth Plan
- d. Develop and use a Disciplemaking Church Implementation Plan you will learn about in the next lesson.
- e. Use those who support change to broaden the support and implement the change.
- f. Give your change implementers the authority and resources needed to make the changes. They will need finances, facilities, staff help, and promotional support from the pulpit.
- 6. implement an organizational structure to maintain the change
  - a. For smaller churches you will have Foundations Groups and a Disciplemaker Team
  - b. For larger churches you will also have Ministry Groups
  - c. Things that will help you remain a disciplemaking church:
    - i. Vision training at every Disciplemaker Team meeting
    - ii. Have periodic life change testimonies during your worship service by Foundations group members
    - iii. Preach periodically about the vision of finishing the Great Commission by making multiplying disciplemakers
    - iv. Review your Disciplemaking Church Plan periodically with your church leaders
    - v. Enforce your Disciplemaking Church Plan
    - vi. Make sure your church membership process requires people to go through a Foundations group for discipleship and then to be in a Ministry Group or Disciplemaker Team.
    - vii. Make sure every church member has a copy of the Spiritual Growth Plan. Preach periodically about the Spiritual Growth Plan and why it is important.
    - viii. Train your church staff using this pastor training material
    - ix. Periodically share your progress in training pastors in your training center with your church leaders and during your worship service.
    - x. Bring pastors who have received this training to share periodically with your church how God is blessing their disciplemaking ministry.
- 7. Evaluate the organizational structure yearly to make sure it doesn't need to be changed
  - a. Make sure that existing ministries are still fulfilling their disciplemaking purpose and that new ministries which do not support your disciplemaking purpose are not allowed into your church.
  - b. You will improve or remove ministries that need corrective action.