

# 1. Establish the need for change

Help church members / leaders see the need for change and to assess its importance and urgency.

*SWOT, Timeline Exercise*

*Future options meeting*

Identifying and discussing (potential) issues, fears and concerns

## 2. Use appropriate consultation and decision making processes

*Depending on the need, the change itself and the urgency.*

- *Facilitate open discussion long before decisions need to be made. Change is a form of conflict.*
- *Work for shared understanding of issues, needs, values, and interests. Invite people not to take up positions.*
- *Discuss the decision making process before the decision is made.*

### 3. Work with a small committed group

- There is high value in a small group who clearly understand the issues, the need for change and are committed to the future (transition team).
- The appointed group needs credibility in the church, communication skills, connections to a variety of church members and the ability work as a team.
- *If you are working with a transition team, do some intentional team development*

## 4. Articulate the vision clearly

- Enable the team to clarify how the future will be different from the past and why this is necessary.
- *Key people need to be able to communicate this succinctly (1 min test)*
- *Communicate in 4 ways [Big picture (N), basic facts (S), how this will impact people (F), the logic and process (T)\*]*

*\* MBTI dynamics preferences*

## 5. Understand and address the resistances to change

- There will always be a range of 'hard' and 'soft' obstacles to change
  - Hard obstacles are the structural challenges faced in making the formal changes
  - Soft obstacles are the informal human dimensions of transition: fears, personal issues and attachments.
- Work on identifying these and address them with care (*Immunity to change – Criticisms reveal values*)

## 6. Break the change into distinct parts with a step by step strategy

- *Communicate, affirm and (quietly) celebrate each step.*
- The trust and confidence of any group grows as they observe and participate in small changes which actually happen and work.
- Help leaders pace the change events carefully and tend the process of transition pastorally particularly through the 'neutral zone'.

## 6. Break the change into distinct parts with a step by step strategy

- *Assist leaders handle boundary events in change with care and pastoral sensitivity* (closures, conclusions, farewells to the past).
- There will always be unexpected elements in any change process – be prepared for these to arise and work as a team on these – again with pastoral sensitivity.

## 7. Anchor the change in a new culture

- New ways of working and operating usually need to be modelled and intentionally developed through training and equipping.
- As the vision and objectives are realised and needs are met again in new ways, the change slowly gets embedded.
- There may be some who, even after time, cannot transition. Appropriate care and assistance so that their needs may be met will be required.
- If change is handled wisely, many resisters find they can actually adapt and some even like the new!
- Consultants have a key role in assisting the church with designing training and equipping processes

# Leadership Practice in Times of Change

- Encouraging leaders to work the LPs in change
  - Lead by example – Model the change
  - Inspire others toward a shared understanding of what, why and how things should change
  - Make small simple adjustments as you go which serve needs and improve processes
  - Equip others for participation, leadership and service in a new environment
  - Encourage the hearts of all – change is tough.

# Discussion

Share a change management issue you are currently aware of in a church

In what ways do any of the change management processes discussed here provide insight into the challenges of this change situation

Reflect on one of the consultancy processes that you might seek to use if you were consulting with the church in relation to this change