

Church Development: Becoming God's Missionary People

E. LeBron Fairbanks

Saturday
Morning

Foundations
for
Church
Development

Course Vision

Course Purpose

Course Themes

The **FOUNDATION** for Church Development is grounded in a theology of church and ministry.

The **COMMUNICATION** in Church Development is characterized by a passion for Christlikeness.

The **GOAL** of Church Development is reconciliation, transformation, and disciple-making.

The **METHOD** of Church Development is mentoring and modeling, strategic questions, missional planning and robust community.

The **PAIN** of Church Development is experienced in the tension when good and Godly people collide.

The **EVIDENCE** of Church Development is in the qualitative growth of the led.

The Servant Song

Brother, let me be your
servant.

Let me be as Christ to you;
Pray that I may have the grace
to
Let you be my servant too.

We are pilgrims on a journey;
We are brothers on the road.
We are here to help each
other
Walk the mile and bear the
load.

I will hold the Christ-light for

Three Driving Forces .

• •

- a **VISION** of who we are as the people of God;
- a **PASSION** for what we are called to do in the work of God:
and
- an **OBSESSION** for how we are

The big question . . .

1. How can we live together as Christians in a diverse faith community so that our relationships are redemptive and a witness to unbelievers of the reconciling work of God in Christ?

Seven expressions of a faith community:

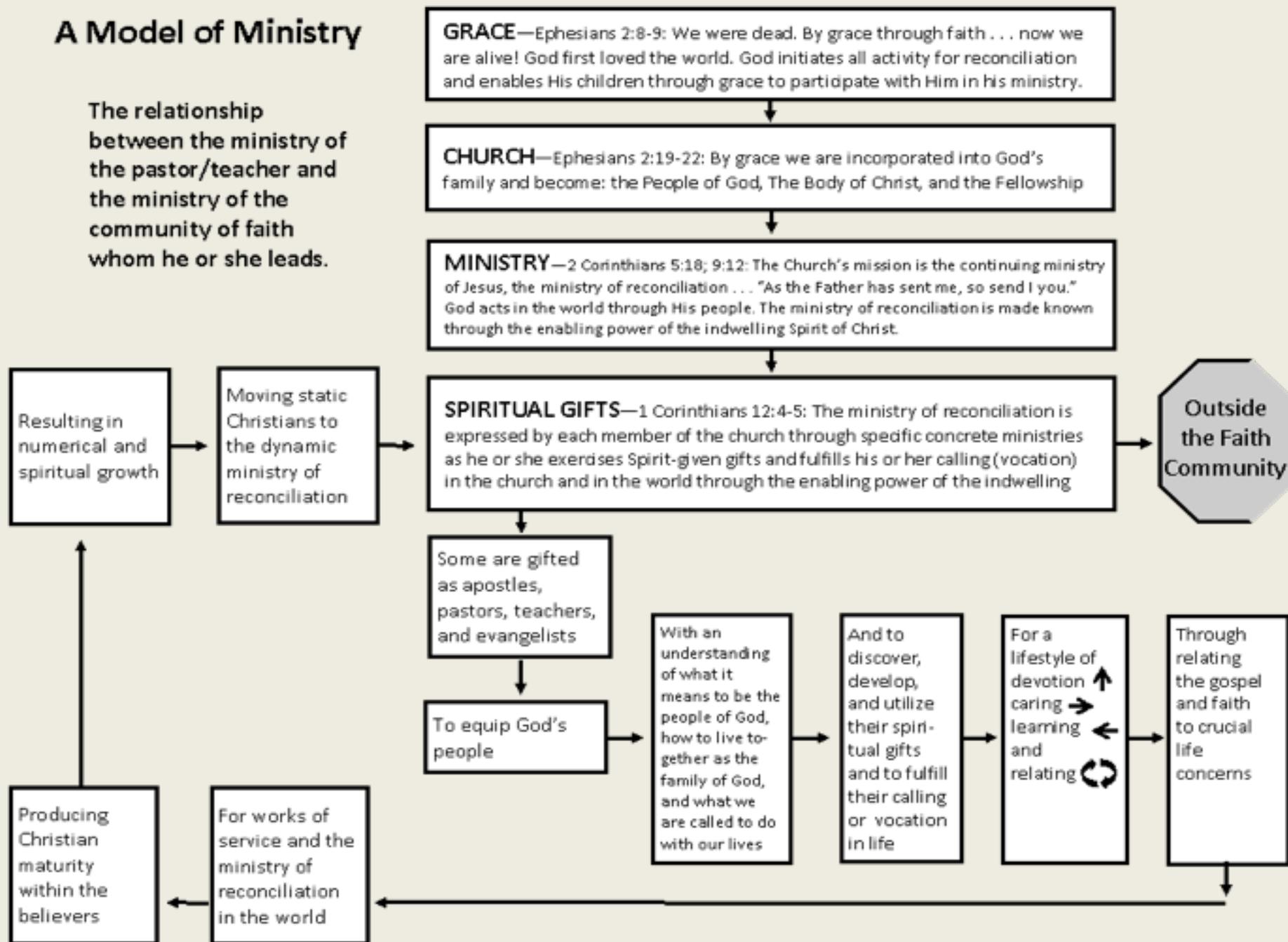
1. The Ministry of Holding One's Tongue.
2. The Ministry of Meekness.
3. The Ministry of Listening.
4. The Ministry of Active Helpfulness.
5. The Ministry of Bearing Another's Burdens.
6. The Ministry of Proclaiming the Word of God.
7. The Ministry of Authority.

**Christian leadership is
humble service to others,
for the purpose of enabling
them, through teaching and
example,
to live their lives under the
Lordship of Christ,
and to understand, accept, and
fulfill their ministry to others
and their mission to the world.**

How can my ministry of
Christian leadership
enable others to fulfill
their ministry to each
other and mission in the
world in the context of a
dynamic laboratory of
learning how to live
together as God's

A Model of Ministry

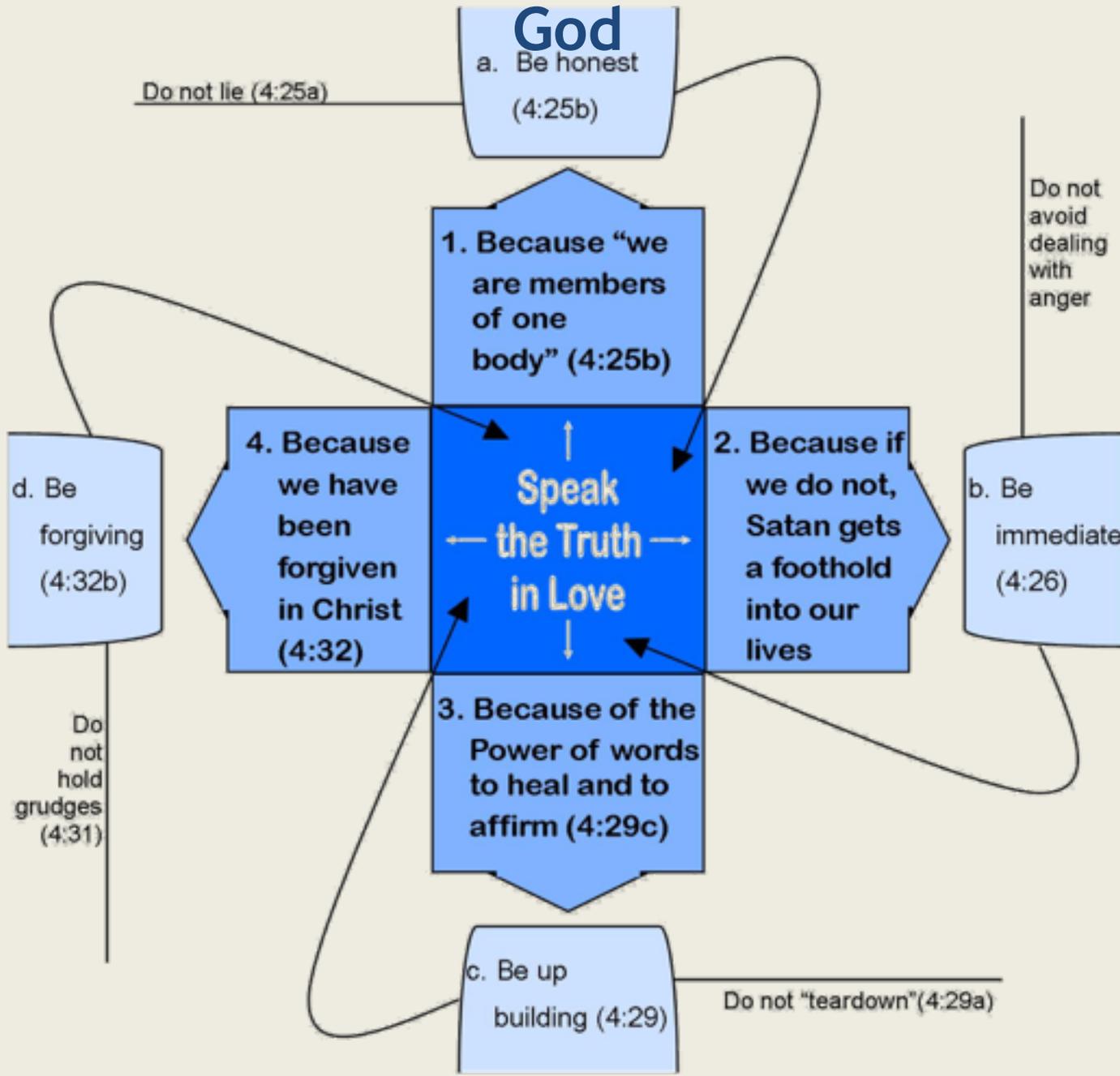
The relationship between the ministry of the pastor/teacher and the ministry of the community of faith whom he or she leads.



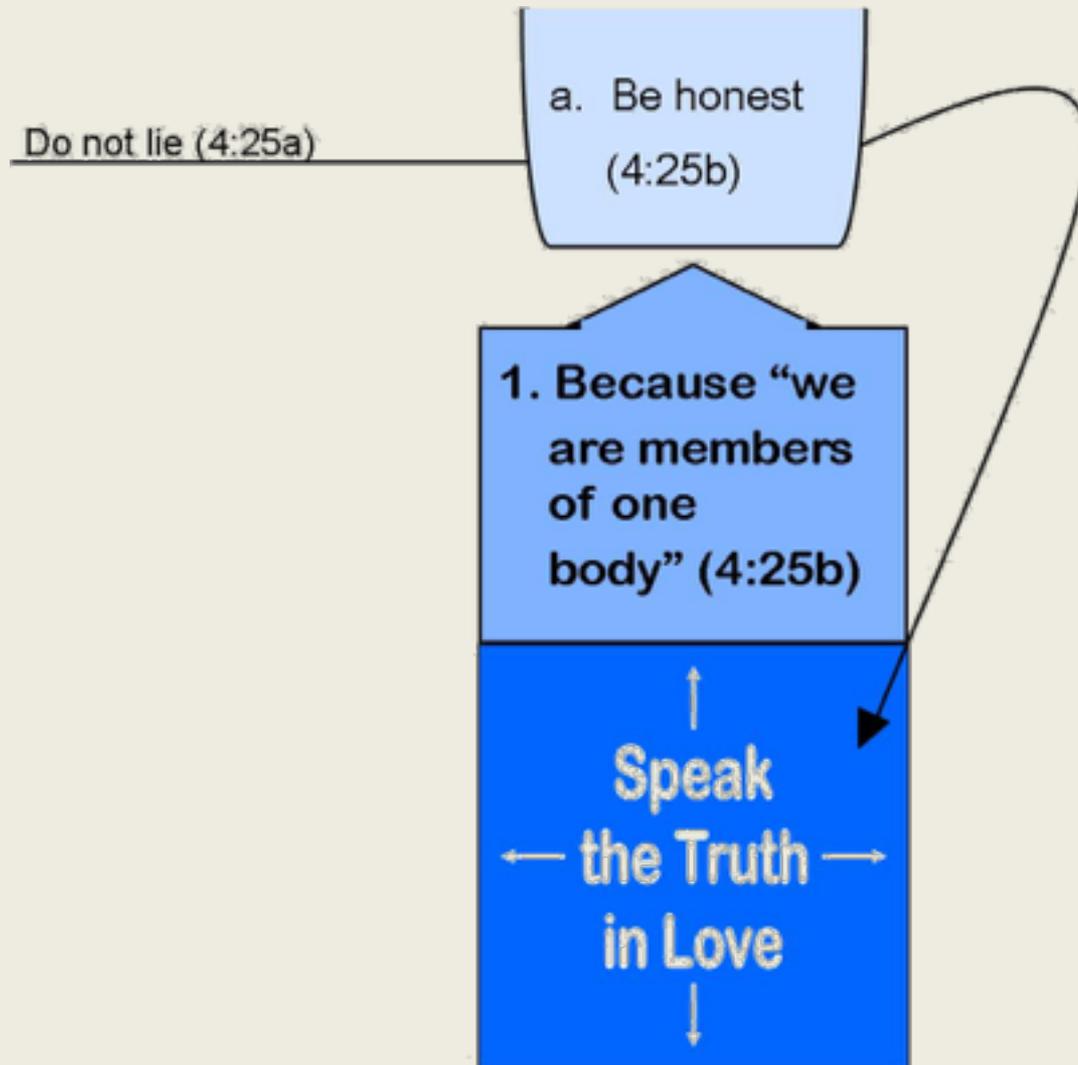
Monday
Evening

Communication
In
Church
Development

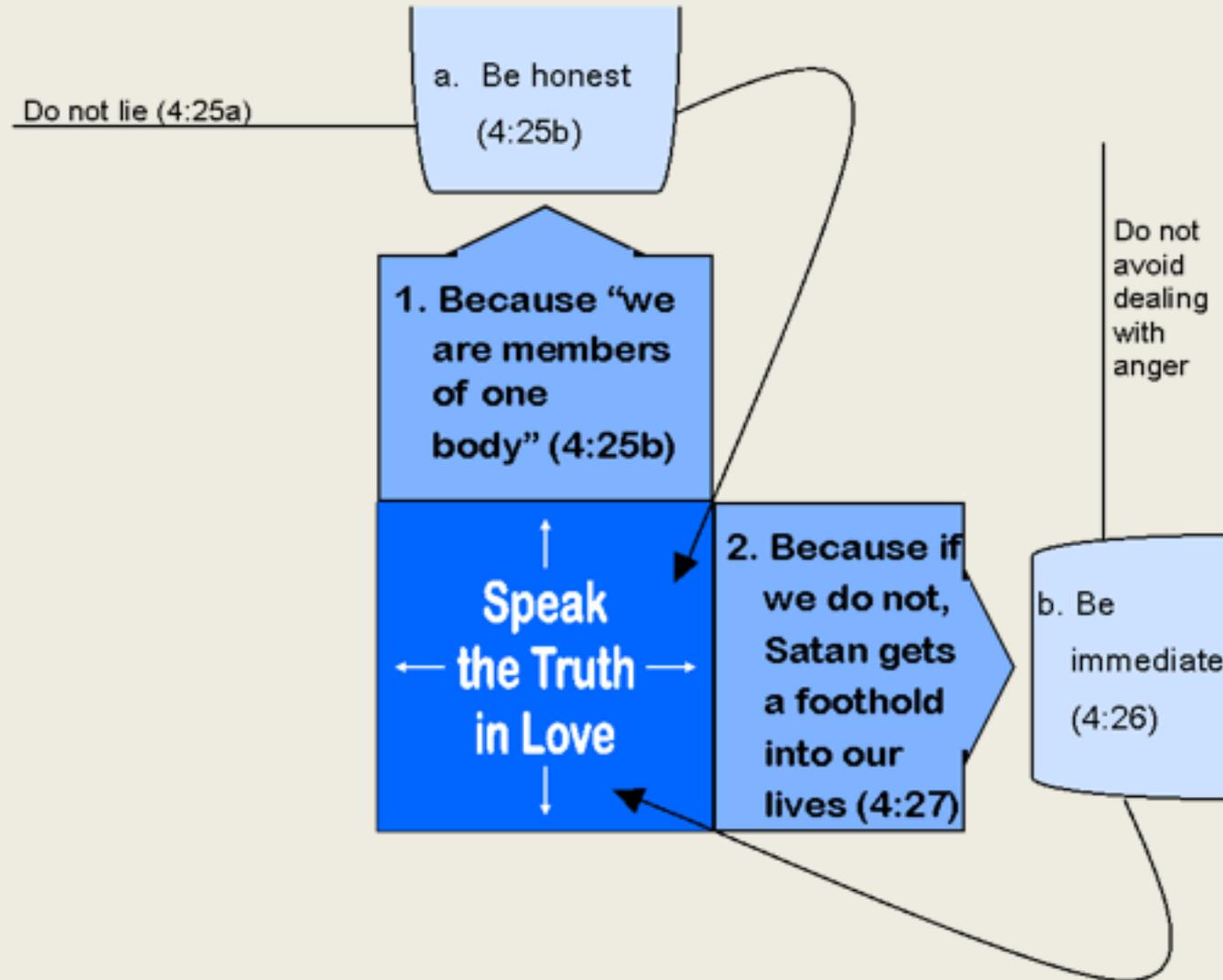
A Communication Model for Leading the People of



We “SPEAK THE TRUTH IN LOVE” because: WE ARE MEMBERS OF ONE BODY. Ephesians 4:25



WE SPEAK THE TRUTH IN LOVE BECAUSE WHEN WE DO NOT, SATAN GETS A FOOTHOLD IN OUR LIVES (Ephesians 4:26-27)



Do not lie (4:25a)

a. Be honest
(4:25b)

1. Because "we
are members
of one
body" (4:25b)

↑
**Speak
the Truth
in Love**
↓

2. Because if
we do not,
Satan gets
a foothold
into our
lives (4:27)

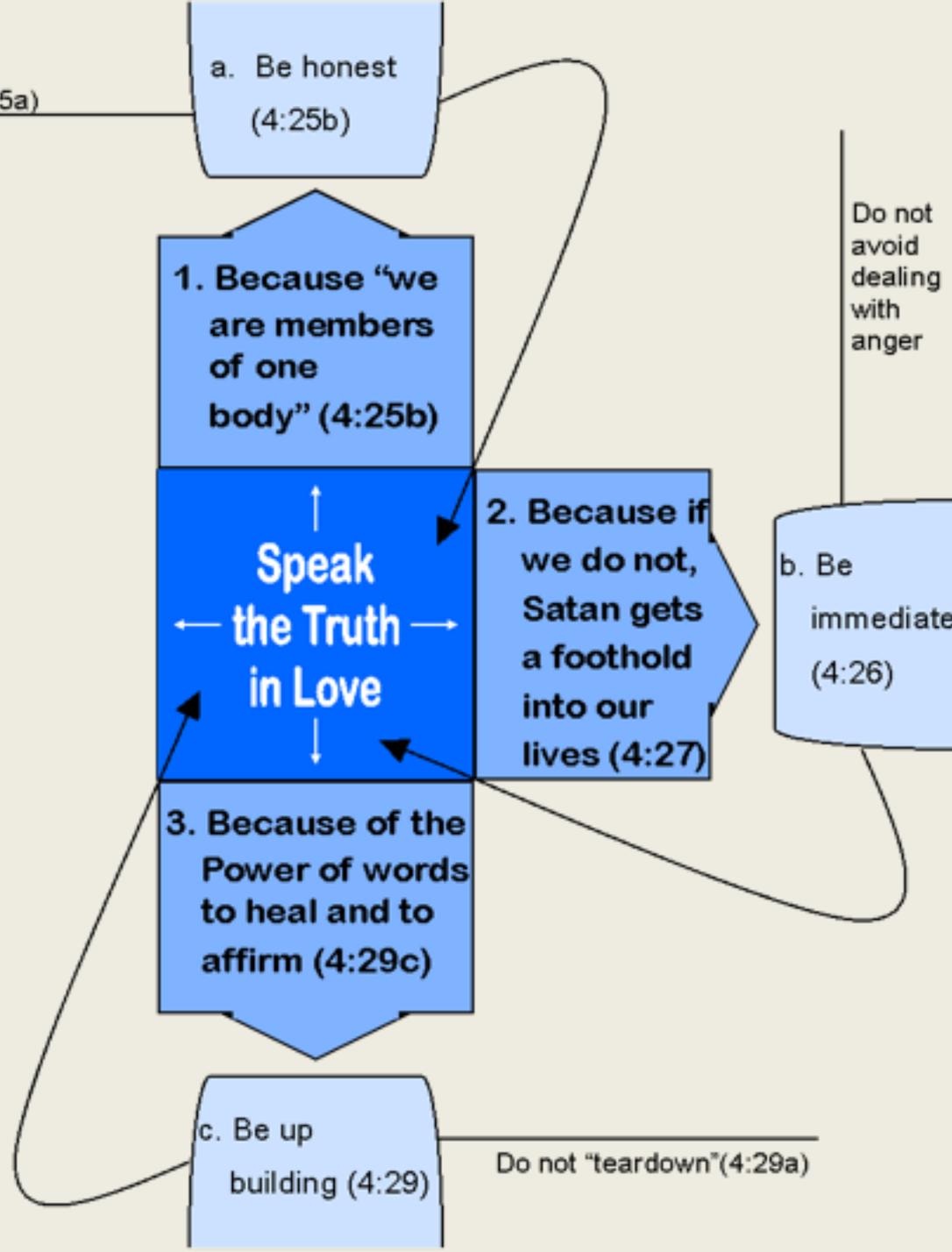
Do not
avoid
dealing
with
anger

b. Be
immediate
(4:26)

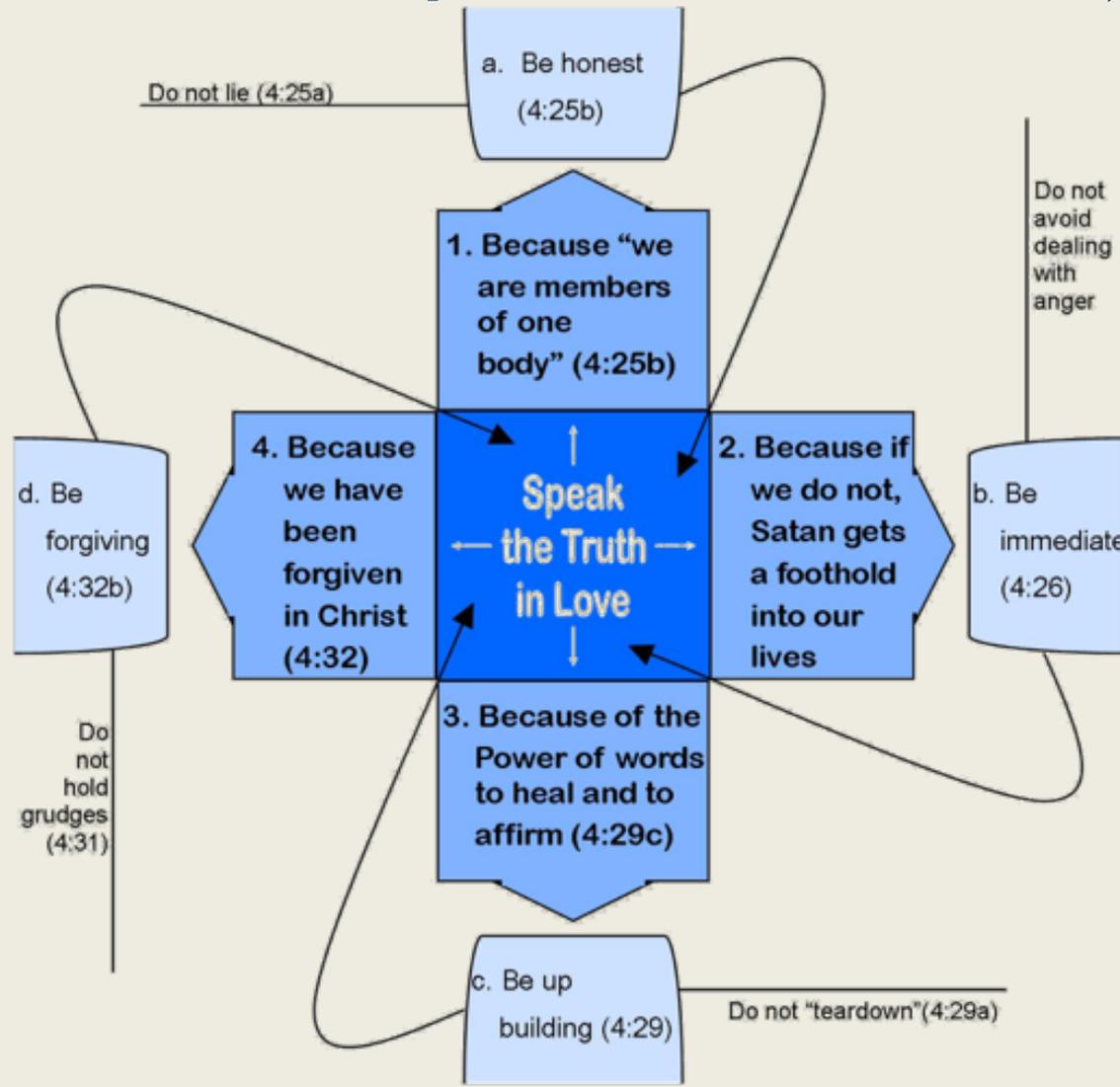
3. Because of the
Power of words
to heal and to
affirm (4:29c)

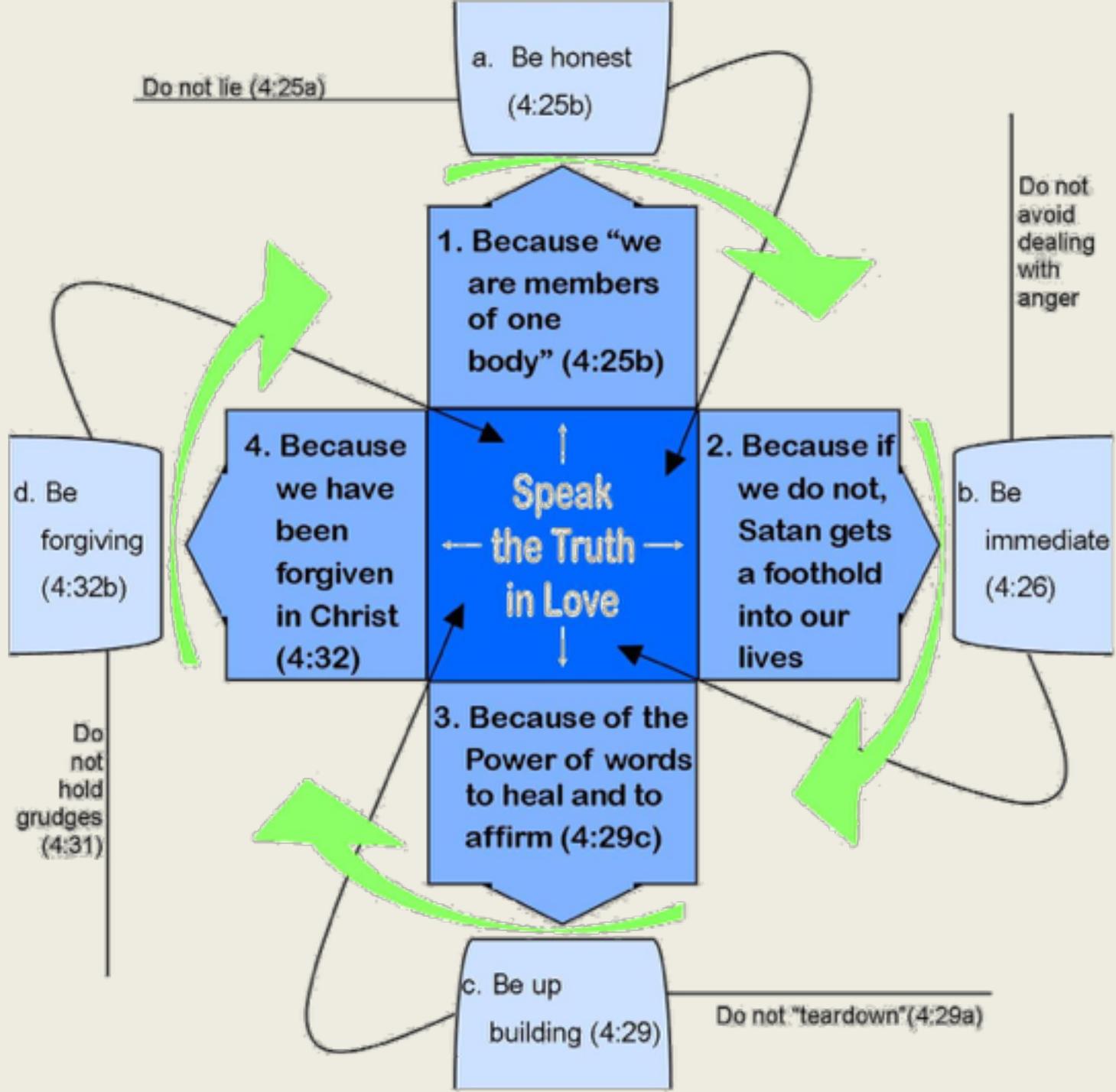
c. Be up
building (4:29)

Do not "teardown"(4:29a)



WHY DO WE “SPEAK THE TRUTH IN LOVE?” BECAUSE WE HAVE BEEN FORGIVEN IN CHRIST. Ephesians 4:31-32)





Conclusion

1. The Spirit of God is deeply concerned with the speech of his people. (Ephesians 4:30a)
2. The spiritual life of the leader is the key to maintaining the “unity of the Spirit” in the midst of the multifaceted diversity within a Christian community.

Tuesday
Evening

Goals
In
Church
Development

Leadership for Congregational Transformation

Leadership for congregational transformation involves the equipping of the people of God for ministry and mission. The assignment of transformational leadership is to define, clarify, and prepare the Christian for his or her God-called ministry.

The nature of transformational leadership is outlined in Ephesians 4:11-16.

- A. The context of congregational transformation is “God’s People” or “ministry participation.” (Ephesians 4:11).
- B. The task in congregational transformation is to “prepare God’s people” or “ministry formation.” (Ephesians 4:12)

The nature of transformational leadership is outlined in Ephesians 4:11-16.

- C. The goal of congregational transformation is “works of service” or “ministry expression.” (Ephesians 4:12).
- D. The dynamic of congregational transformation is “love within the body of Christ” or “ministry interaction.” (Ephesians 4:15-16).
- E. The purpose of congregational transformation is a “holiness lifestyle” or

**THE LEADER AS CATALYST IN
TRANSFORMING A COMMUNITY OF FAITH**

LEADERSHIP FUNCTIONS	THEOLOGICAL PERSPECTIVES	KEY QUESTIONS	SPECIFIC TASKS	ORGANIZATIONAL CONCERNS
<u>DREAMING AND PLANNING</u>	The People of God The Community of Faith The Body of Christ The Fellowship of the Spirit	Who are we? Where are we now? Where are we going? Why?	Clarify vision and mission Assess congregation Determine program Establish goals	Purpose:
<u>ORGANIZING AND ADMINISTERING</u>	A Spirit-led and gifted people	How will we get there? When will we get there?	Organization and Implementation	Structure:
<u>MOTIVATING AND INSPIRING</u>	A Ministering People Called, Gifted Trained, Sent	Who will be responsible?	Mobilization and Energizing	Personnel
<u>EVALUATING AND ENCOURAGING</u>	A Growing People	Were we successful? What needs improvement? Where? When? How?	Review Feedback Encouragement Change	Organization Dynamics & Processes

**Shaping a Reconciling and Transforming Ministry
Through**

Reaching Up
Reaching Out
Reaching In
Reaching Around



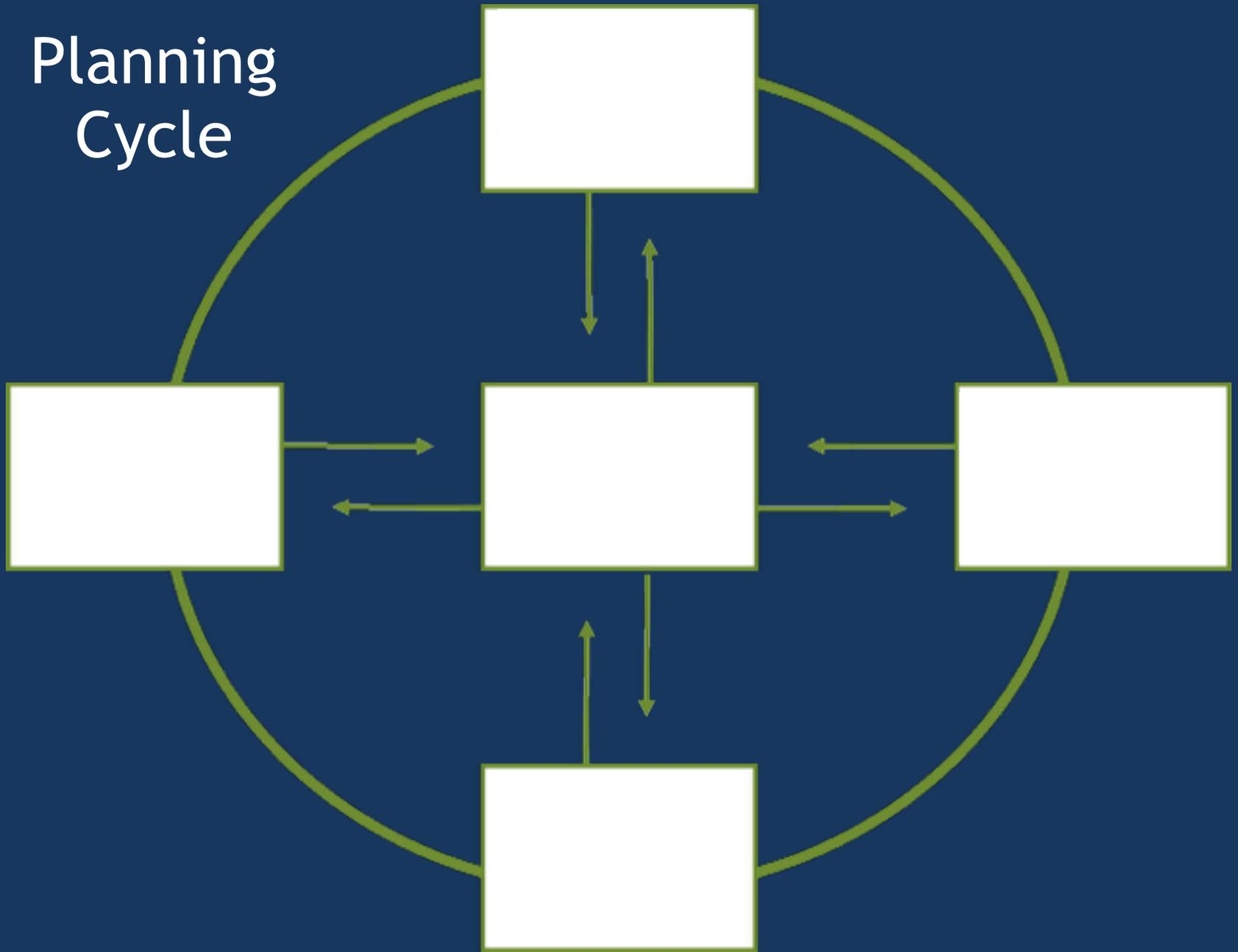
Worship/Devotion
Witness/Service/Evangelism
Christian Nurture/Spiritual Formation
Fellowship/Community/The People of God

THE LEADER AS CATALYST IN TRANSFORMING A COMMUNITY OF FAITH

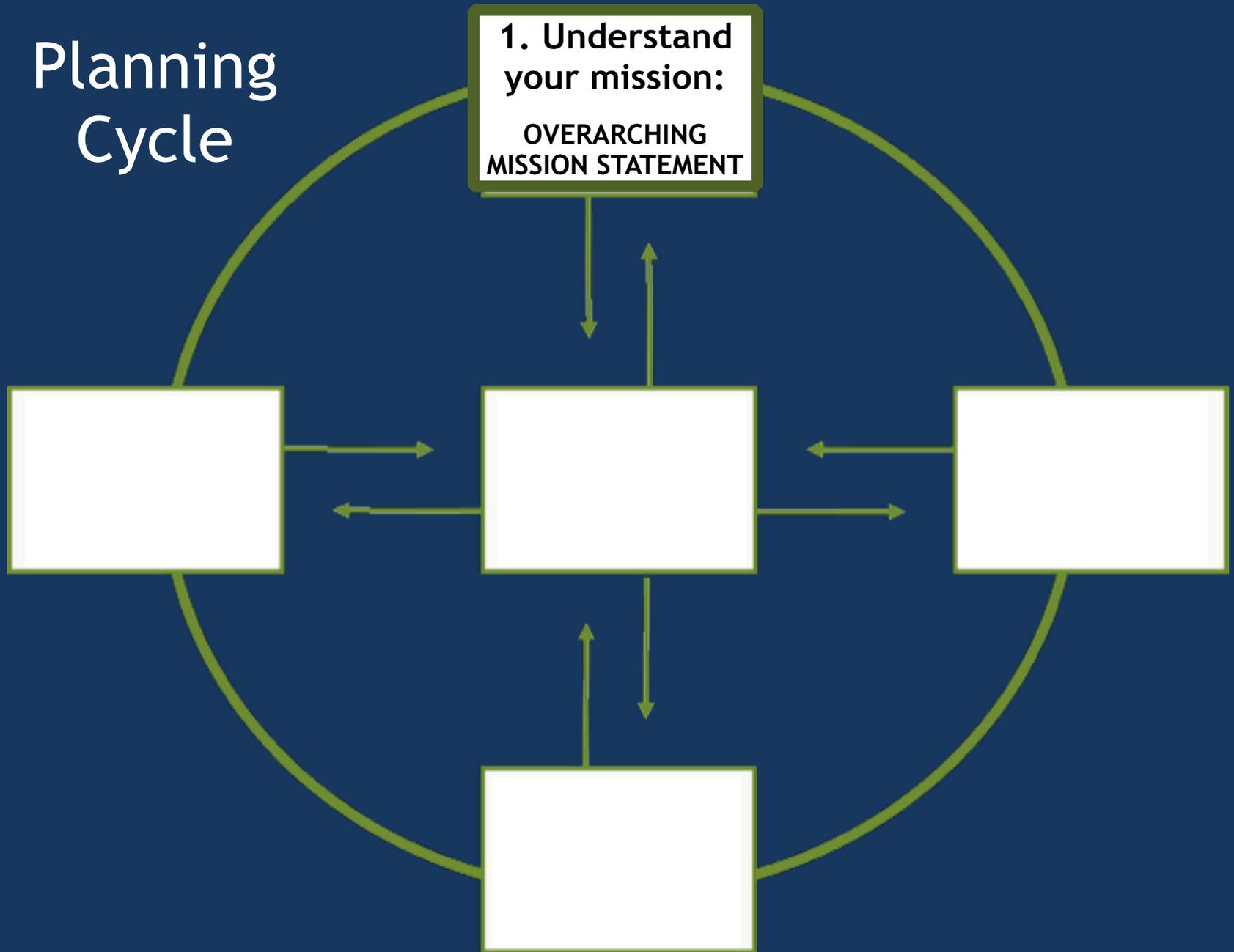
Dreaming and Planning

LEADERSHIP FUNCTIONS	THEOLOGICAL PERSPECTIVES	KEY QUESTIONS	SPECIFIC TASKS	ORGANIZATIONAL CONCERNS
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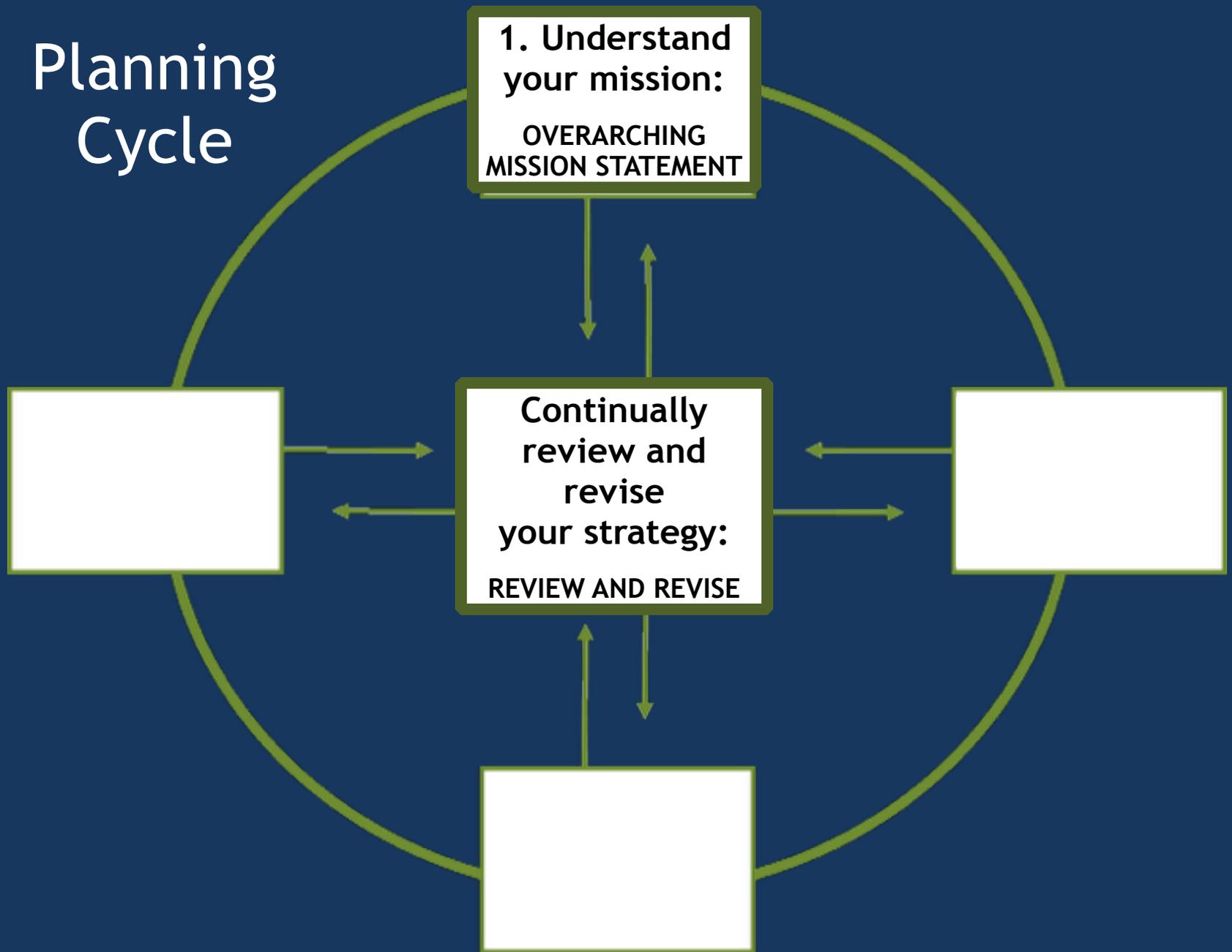
Planning Cycle



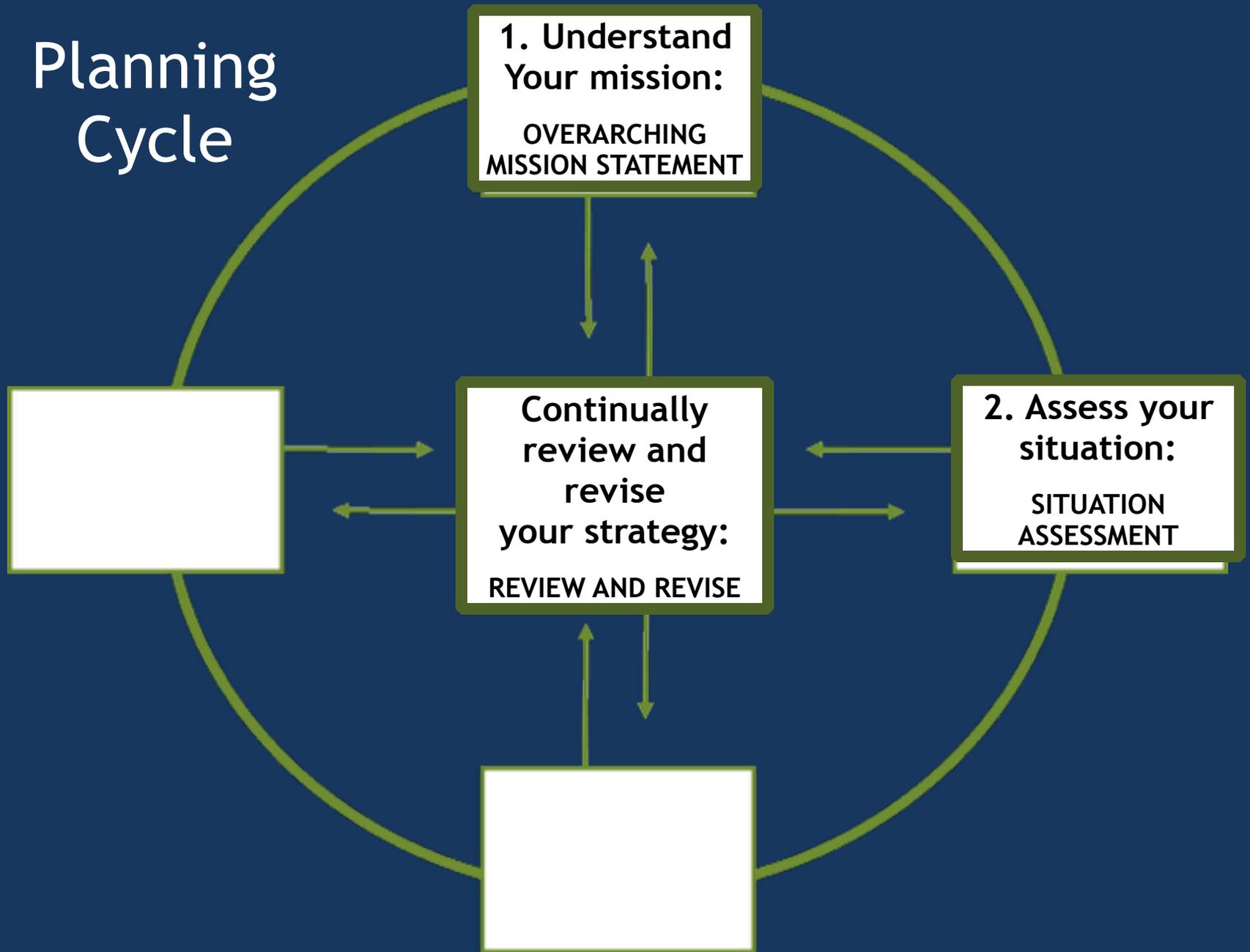
Planning Cycle



Planning Cycle



Planning Cycle



CONSTITUENCY ASSESSMENT

(CONGREGATIONAL ANALYSIS,
SITUATION ANALYSIS, GROUP NEEDS ASSESSMENT)

“UNDERSTANDING WHERE
YOU AND YOUR PEOPLE ARE NOW
AS THE REALISTIC STARTING POINT
FROM WHICH YOU MOVE TO
WHERE YOU WANT TO GO,
WHY YOU NEED TO MOVE.”

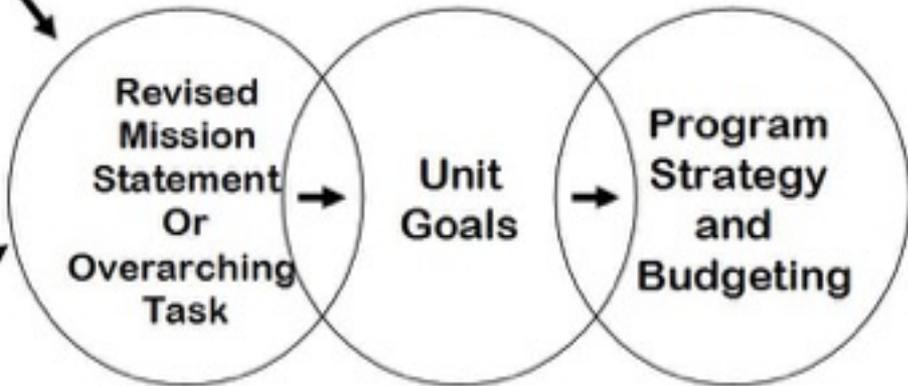
Flow of Institutional/organizational Planning Process

Statement of Mission or Purpose

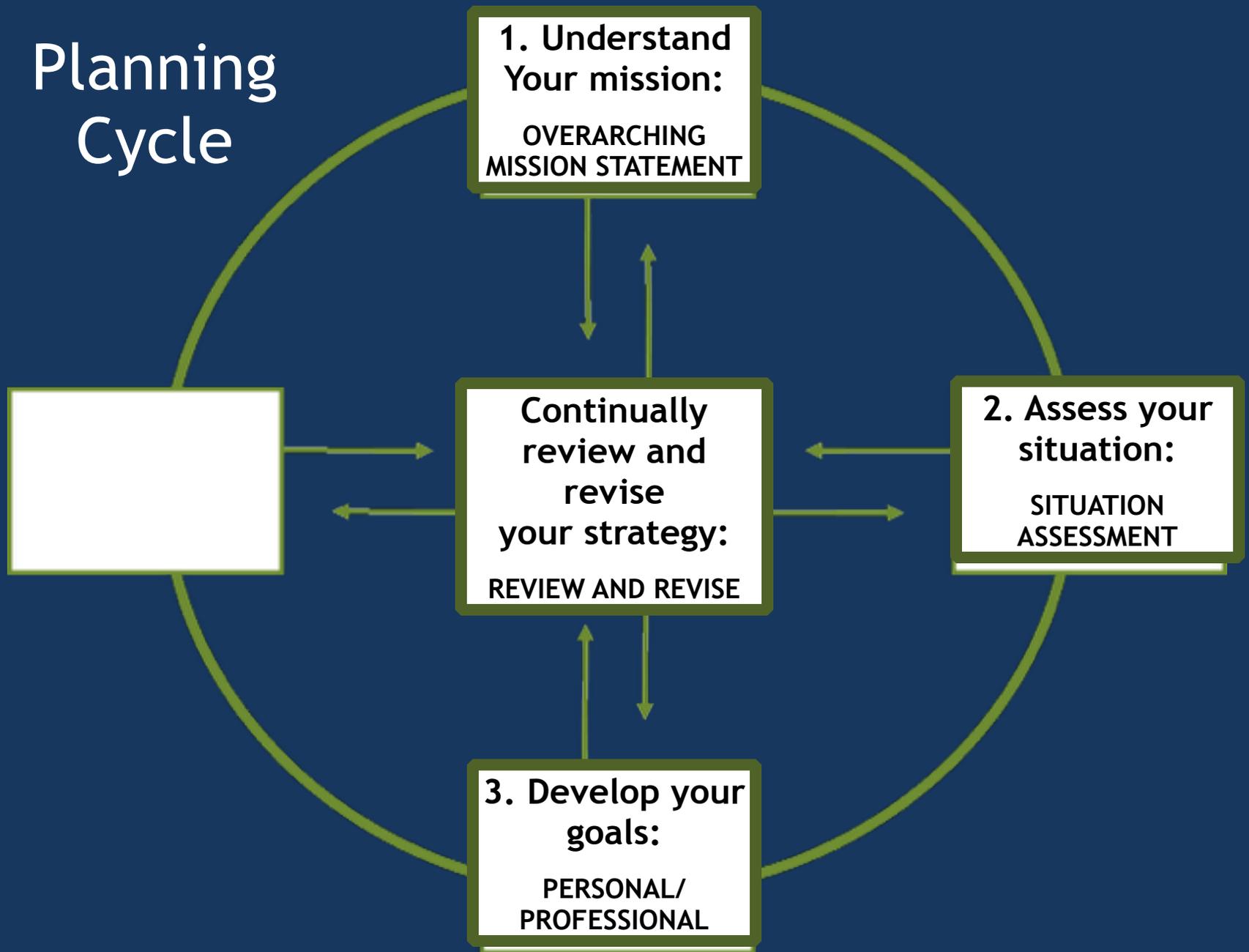
WHO ARE WE?
WHAT IS OUR CURRENT SITUATION?
TRADITIONS
VALUES
HOPES
*ASSUMPTIONS and
EXPECTATIONS
ENVIRONMENTAL TRENDS
**LIMITATIONS and CONTEXT

*Institutional
General/District Leadership
Personal
Theological
Constituency
Governmental
Etc.

**Financial
Personnel
Structure (Organizational)
Scope
Geographic
Educational
Languages, etc.



Planning Cycle



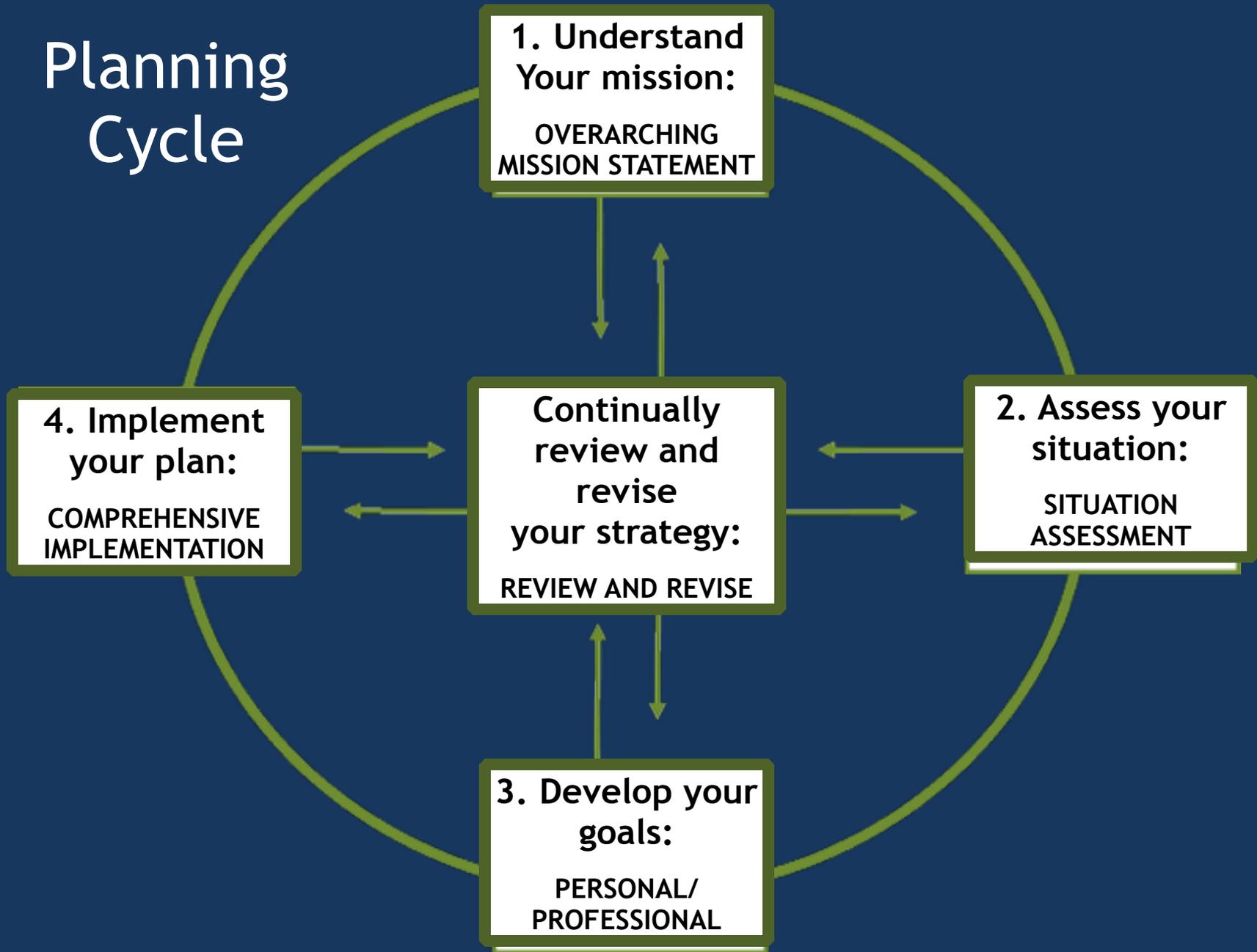
ESTABLISH GROWTH GOALS

Growth goals are statements of faith for the Christian leader that express clearly what we believe God will do through us.

A GOAL should be:

1. Be measurable.
2. Be feasible
3. Be attainable.
4. Contain an action verb.
5. Have a deadline.

Planning Cycle



THE LEADER AS CATALYST IN TRANSFORMING A COMMUNITY OF FAITH

Organizing and Administering

LEADERSHIP FUNCTIONS	THEOLOGICAL PERSPECTIVES	KEY QUESTIONS	SPECIFIC TASKS	ORGANIZATIONAL CONCERNS
<u>ORGANIZING AND ADMINISTERING</u>	A Spirit-led and gifted people	How will we get there? When will we get there?	Organization and Implementation	Structure

THE LEADER AS CATALYST IN TRANSFORMING A COMMUNITY OF FAITH

Motivating and Inspiring

LEADERSHIP FUNCTIONS	THEOLOGICAL PERSPECTIVES	KEY QUESTIONS	SPECIFIC TASKS	ORGANIZATIONAL CONCERNS
<u>MOTIVATING AND INSPIRING</u>	A Ministering People Called, Gifted Trained, Sent	Who will be responsible?	Mobilization and Energizing	Personnel

Encouraging the Heart

The First Essential: Set clear Standards

The Second Essential: Expect the Best

The Third Essential: Pay Attention

The Fourth Essential: Personalize Recognition

The Fifth Essential: Tell the Story

The Sixth Essential: Celebrate Together

The Seventh Essential: Set the Example

James Kouzes and Barry Posner

THE LEADER AS CATALYST IN TRANSFORMING A COMMUNITY OF FAITH

Evaluating and Encouraging

LEADERSHIP FUNCTIONS	THEOLOGICAL PERSPECTIVES	KEY QUESTIONS	SPECIFIC TASKS	ORGANIZATIONAL CONCERNS
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The MesoAmerica Region

Model For

Disciple-making

Theological Education Starts with Discipleship

The MESOAMERICA Region has five levels of Discipleship

- Level A: Pre-Conversion
- Level B: Baptism to Membership
- Level C: Consolidation (Sanctification, Living the Christian Live; Lifelong learning)
- Level D: Development of specialized ministries (School of Leadership - Entry Level to Theological Education)
- Level E: Formal Theological Education through different delivery systems (Professional ministry)

**THE LEADER AS CATALYST IN
TRANSFORMING A COMMUNITY OF FAITH**

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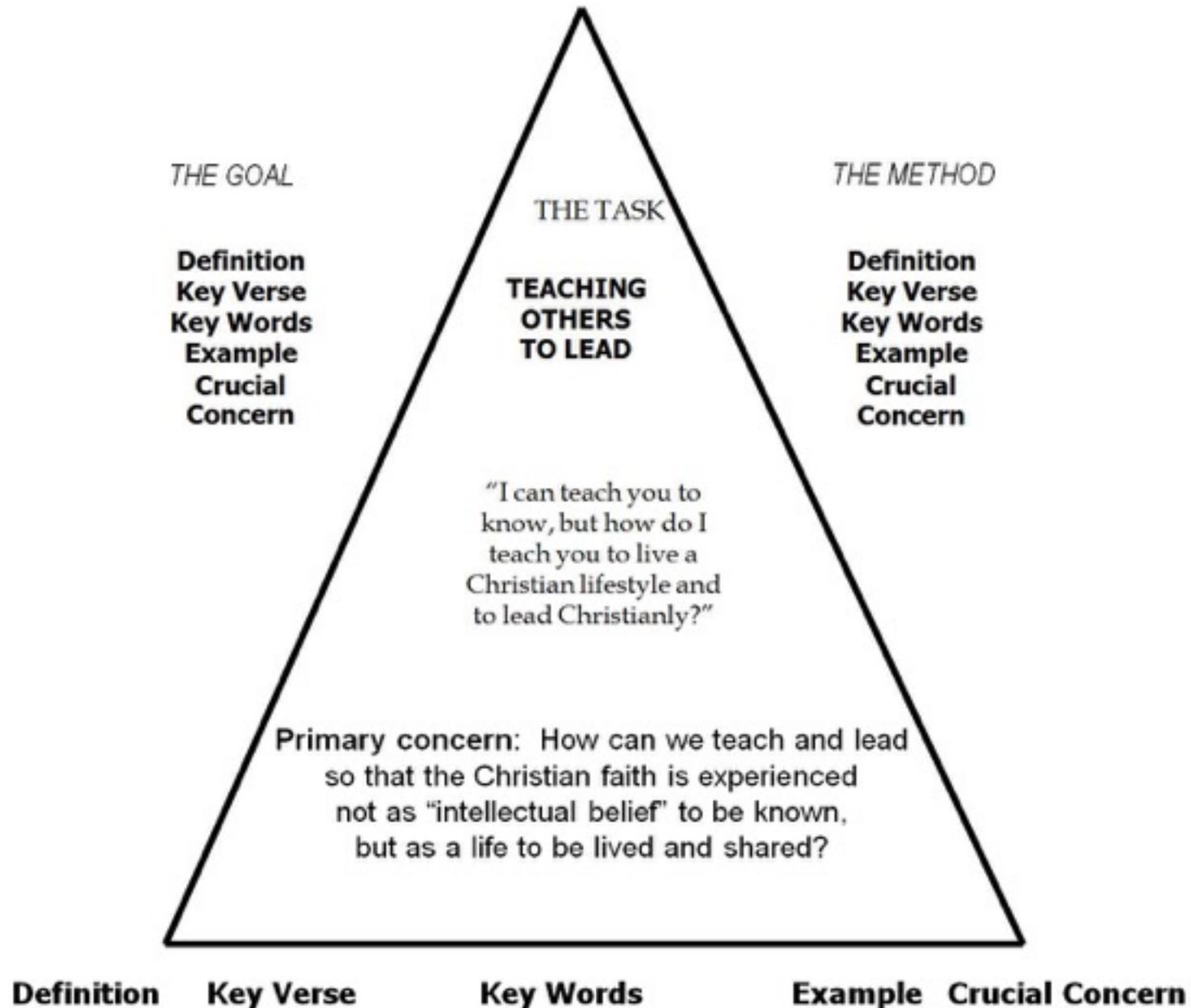


Worship/Devotion
Witness/Service/Evangelism
Christian Nurture/Spiritual Formation
Fellowship/Community/The People of God

Friday
Evening

Method
of
Church Development

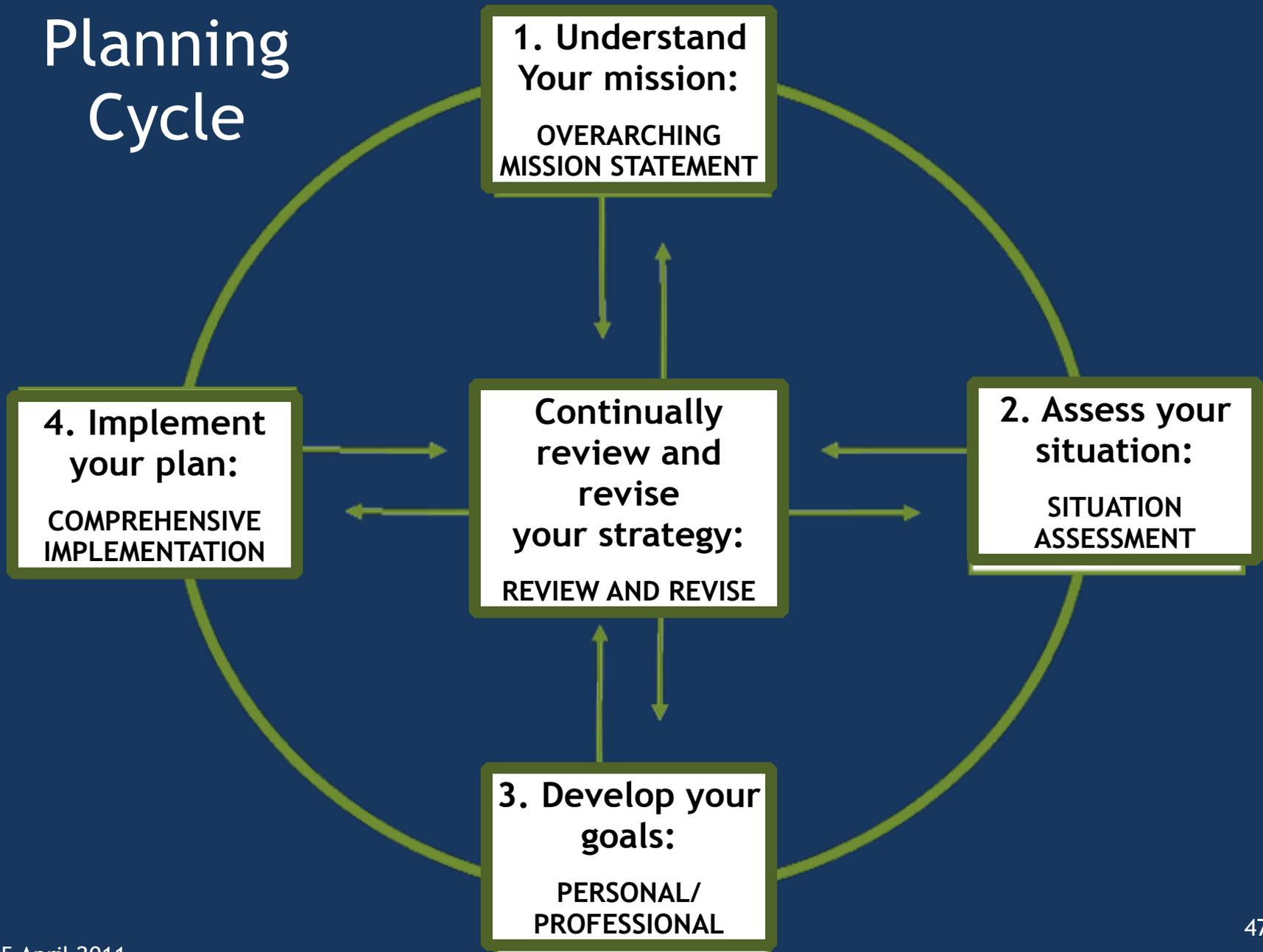
Model: Teaching Others to Lead Christianly



Basic Mentoring Questions

1. What are your priorities?
2. How Can I help?

Planning Cycle



The Strategic Planning Template:

The Mission...

The Vision...

The Values...

The Guiding Principles...

The Priorities...(based on assessment)

The Strategic Initiatives...(based on
goals)

The Action Plan...(including budget,
personnel and timelines)

The Desires Outcomes...

Characteristics of
Strong and Effective
Governing Boards

Characteristic #1

Board members understand the role, purpose and function of the board, including board structure

Effective Governing Boards ...

focus on *policy formation*
and *mission strategy*;

not *policy implementation*
and *daily operations*.

1a. Four modes of thinking...

- *Fiduciary mode:*
- **Strategic mode:**
- **Representative mode:**
- **Reframing mode:**

Guard the agenda!

Characteristic #2

**Board members
know, communicate, and
make decisions
in light of the church's
mission, vision and values.**

Characteristic #3

**Board members
ask the
right questions**

Board Members Ask The Right Questions (value defining and forward thinking...)

- Who are we?
- Where are we?
- Where are we going?
- How will we get there?
- Why is it important to get there?
- How will we know when we get there?



Characteristic #4

Board members understand and embrace a Board Policy Manual that contains the Board approved policies for effective and efficient governance of organization.

Board members understand and embrace a Board Policy Manual that contains

the Board approved



for effective and efficient governance of the congregation.

**Board policies and procedures
are maintained in a notebook
that is provided for every
board member and updated
after each board meeting.**

Characteristic #5

**Board members
communicate
with each other and
address conflict situations
as Christians.**



Board members communicate with each other Christianly (Eph. 4:2), compassionately, respectfully, directly, and supportively.



Vigorously discuss policy options
and make decisions within the
board meetings,

And communicate board action
outside the board
meetings with
unified support.



Characteristic #6

Board members
listen to the constituency,
appreciate the heritage
of the school,
and **model**
faith development and
spiritual formation.

Characteristic #7

Board members intentionally engage in mutual accountability, including systematic board development and evaluation.

Characteristic #8

Board members
take time to
process decisions and
adhere to the practice of
“no surprises”

Characteristic #9

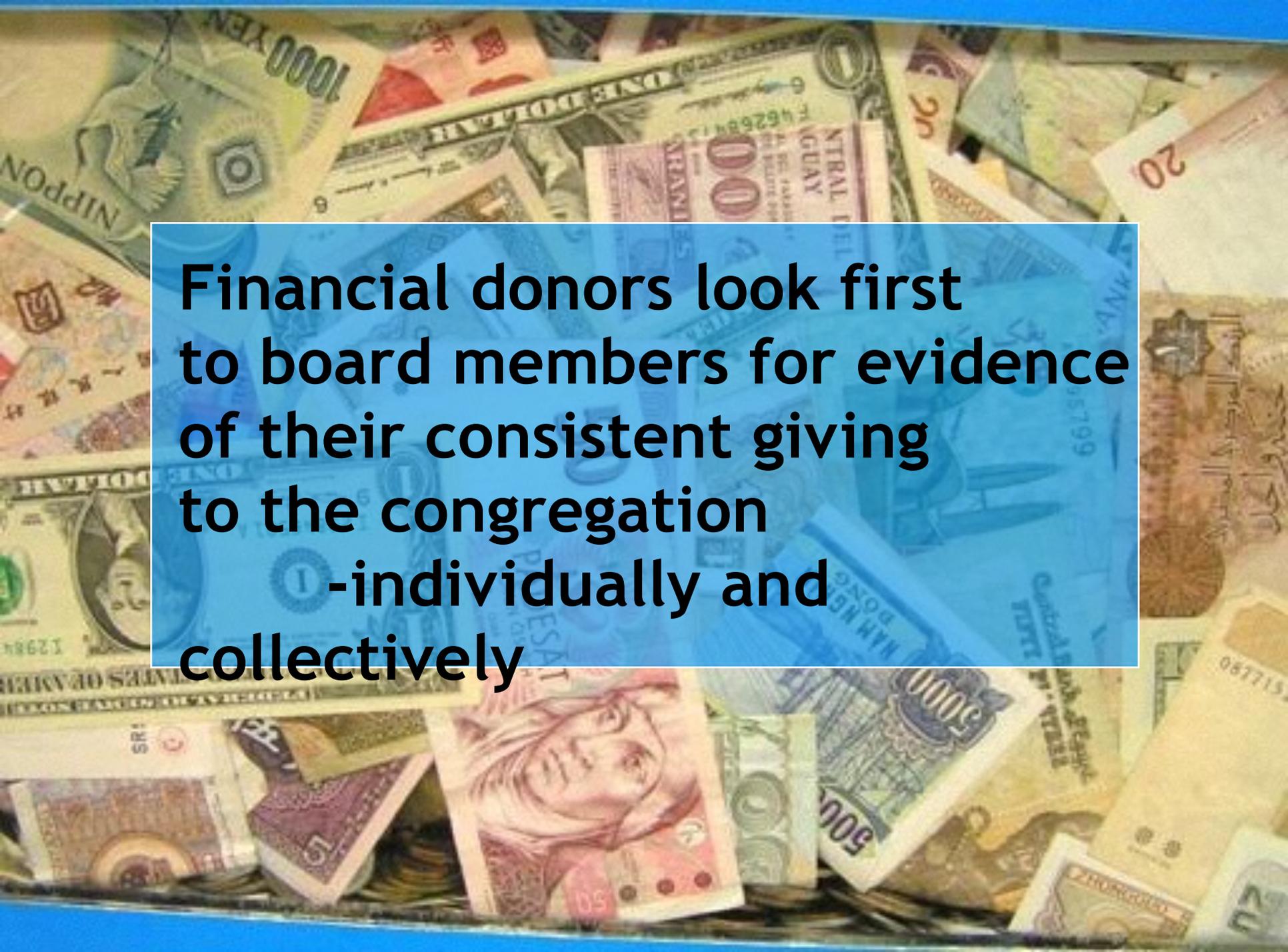
Board members embrace change and resolve to work through transitions together and united for the good of the Kingdom and the advancement of God's mission.

Characteristic #10

Board members participate in assessing the effectiveness of prior decisions and collectively make appropriate adjustments.

Characteristic #11

**Board members
are outstanding examples
of giving regularly
and sacrificially
to the church
and the congregation.**

A collage of various international banknotes, including US dollars, Japanese yen, and other currencies, is shown. A blue semi-transparent box is overlaid on the center, containing the following text:

**Financial donors look first
to board members for evidence
of their consistent giving
to the congregation
-individually and
collectively**

Characteristic #12

**Board members
develop new leaders
for increased responsibilities
and commitment
to the organization.**

Reproduce yourself
as a passionate advocate
for the congregation.



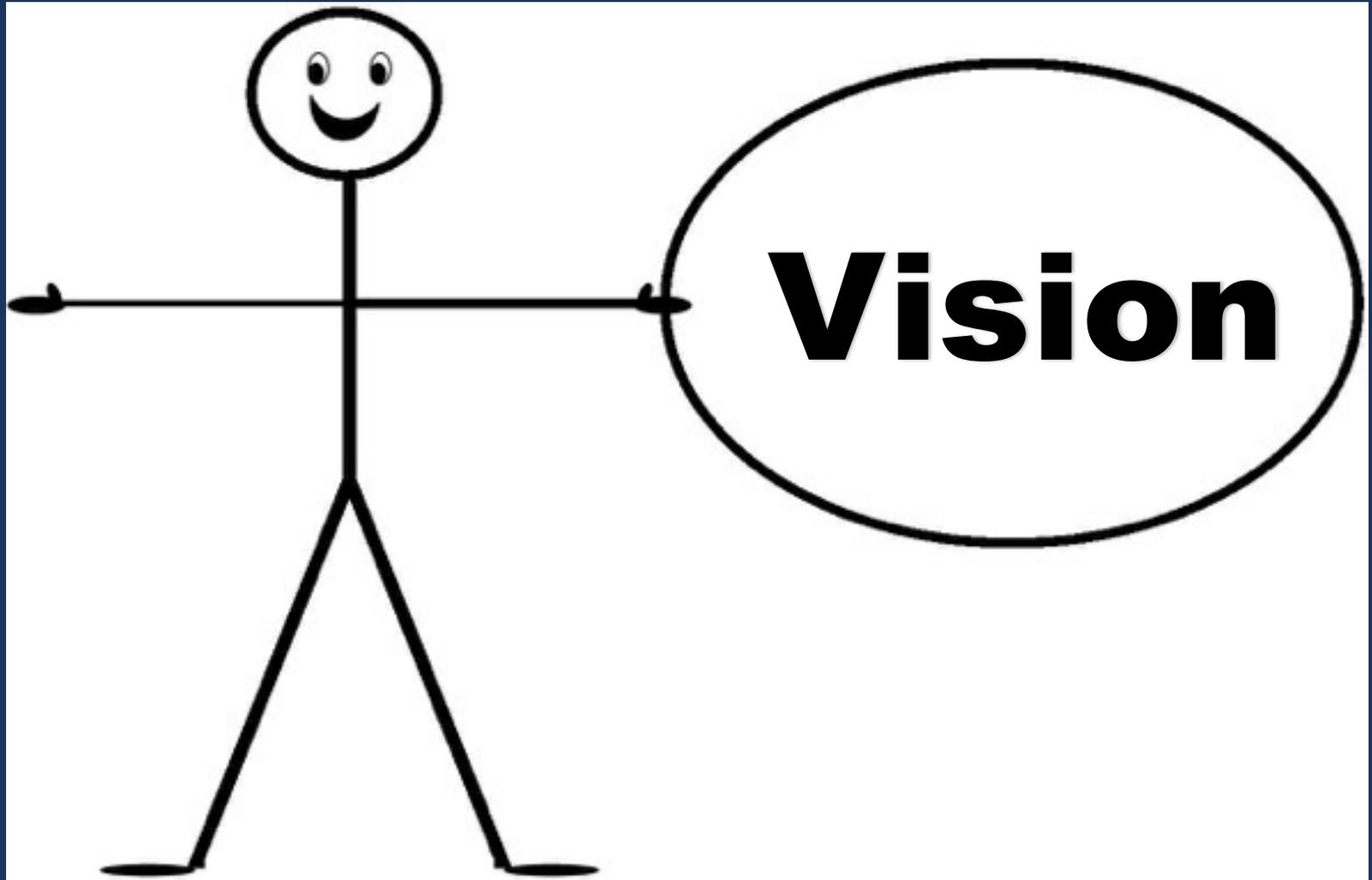
Use committees as a way to provide opportunities for emerging leaders to take on more responsibility.

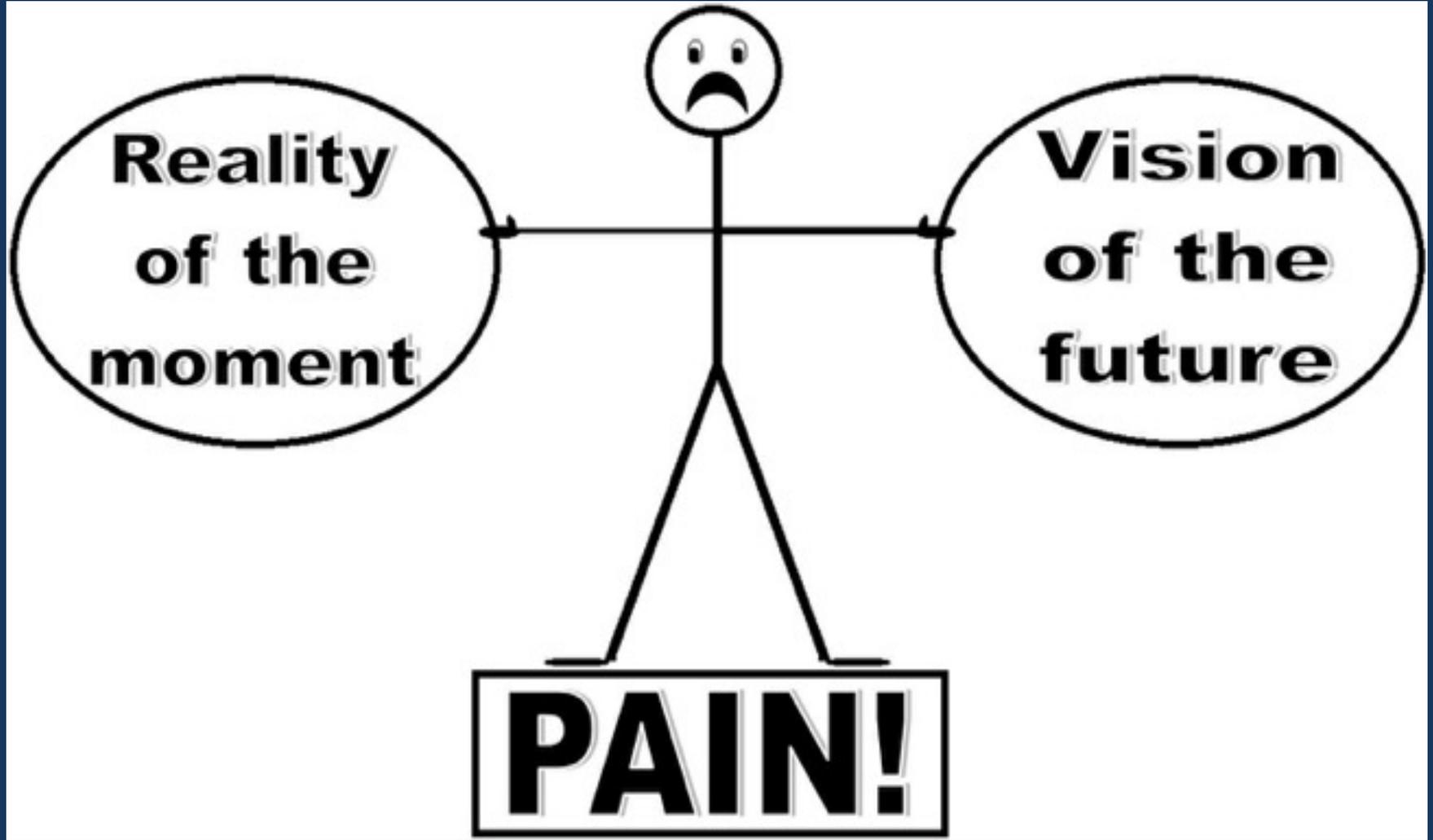
Best Practices embraced:

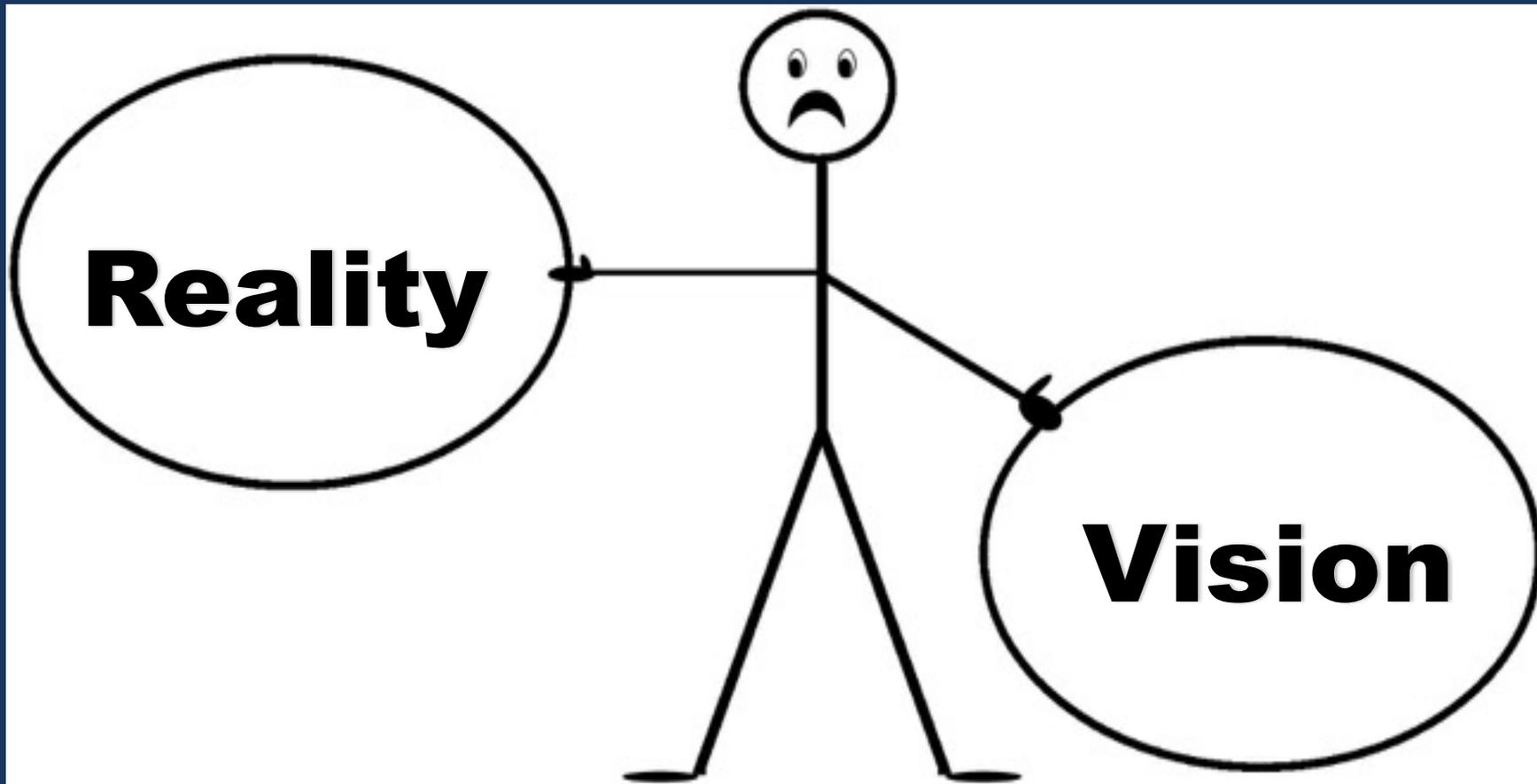
1. NOSE IN - FINGERS OUT
2. MISSION AND VALUES DRIVE US
3. THINK QUESTIONS
4. WRITE IT DOWN
5. WATCH YOUR WORDS
6. ACTIVE REPRESENTATIVES OF THE UNIVERSITY
7. INTEGRITY MATTERS
8. TAKE TIME
9. YES! TO VISION-INSPIRED CHANGE
10. REVIEW-REVISE-RESTATE-RENEW
11. ROLE MODELS OF GENEROSITY
12. PASS IT ON

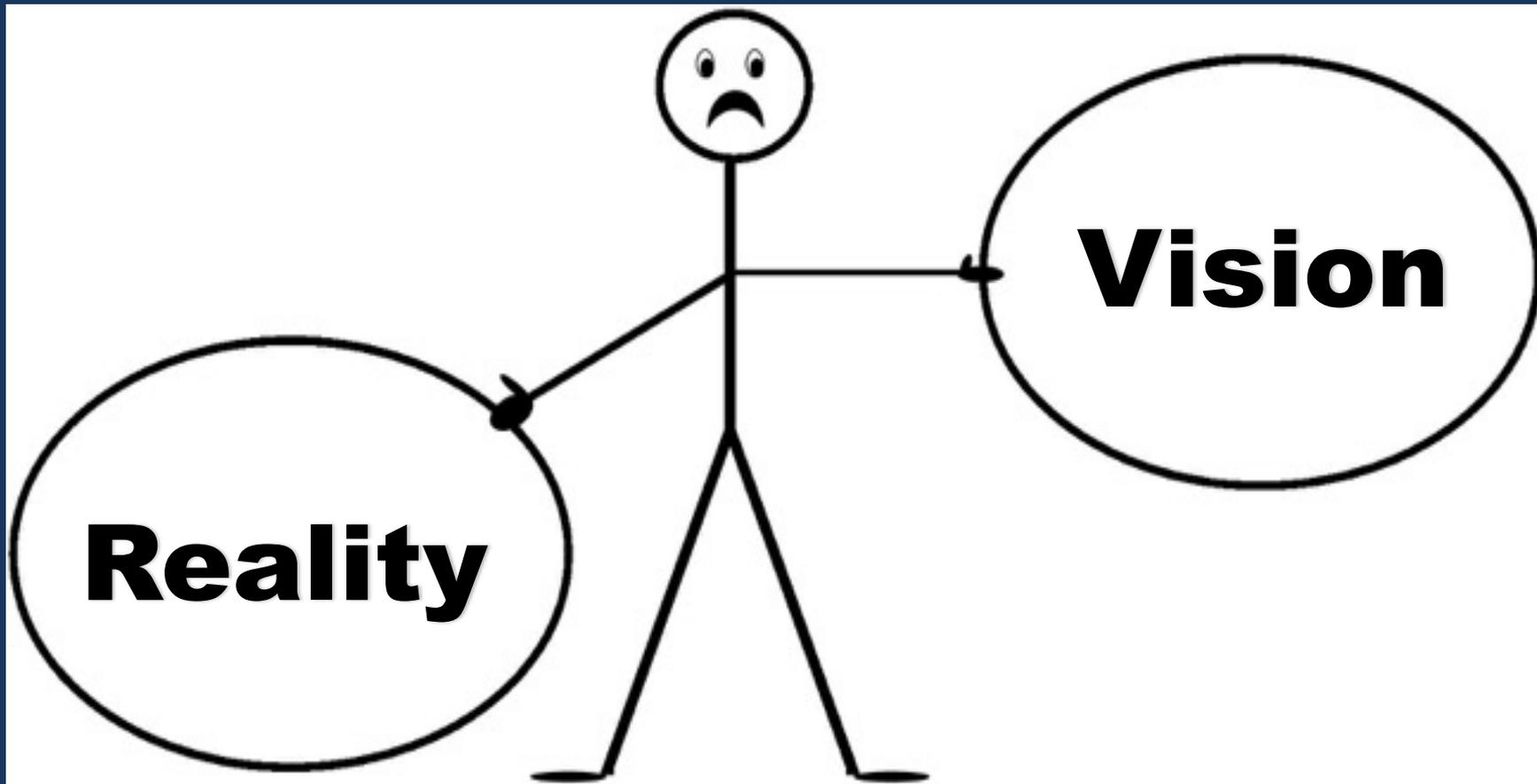
Saturday
morning

**Pain & Vision
of
Church
Development**









Reality

Vision



Seven “anchors” that hold us steady as Christian leaders . . .



Anchor #1:

"Speak Gracefully"

**Our words
can be channels
of God's grace to others**

Ephesians 4:29

- Encourage or discourage
- Uplift or “putdown”
- Speak positively or negatively
- Reflect cultural sensitivity or cultural “blindness”
- Focus on the other person, or focus on self

How do others feel when they leave our presence?

- Stronger or weaker?
- Larger or smaller about themselves?
- Confident or hesitant?
- Understood or misunderstood?
- Affirmed or manipulate?
- Blessed or “destroyed”?

**“The praise to criticism
ratio”**

80 / 20



Anchor #2:

“Live Gratefully”

***Give thanks in all
circumstances,
for this is God's will
for you in Christ Jesus.***

I Thessalonians 5:18

We can feel good about ourselves . . . until we compare ourselves with the gifts, talents, and abilities of other people.

What is the antidote to comparison?

- Gratitude!
- Gratitude!
- Gratitude!



Anchor #3:

“Listen Intently”

Listen for more than words . . .

**Good and godly people
sometimes collide over
vision and values.**

Theological vision
must precede
organizational vision.

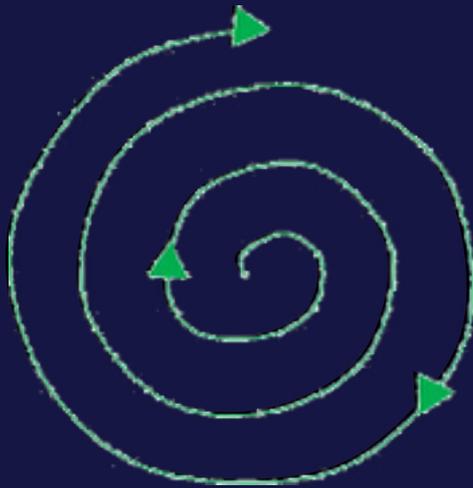
Growth producing questions:

- “What can I learn?
How can I change?”

Growth inhibiting questions:

- “Why me?
What if ...?”

These two ways of thinking and reacting can be diagrammed as follows:



Growth Producing



Growth Inhibiting



Anchor #4:

“Forgive Freely”



Anchor #5:

“Lead Decisively”

**We move ahead
- decisively through**

- **Prayer . . .**
- **Collaboration . . .**
- **Gratitude . . .**

**In this spirit
of humility and
brokenness,
we move ahead.**

To lead decisively with Christian humility demands these skills:

- Listening and communicating;
- Timing and processing;
- Affirming and encouraging;
- Asking and inquiring; and
- Discernment and delegation.



Anchor #6:

“Care Deeply”

**Caring Christians
value people,
not power.**



The final Anchor is this:

**Pray, believing
that God can work
in *me*
to become the change
I desire to see in *others*.**

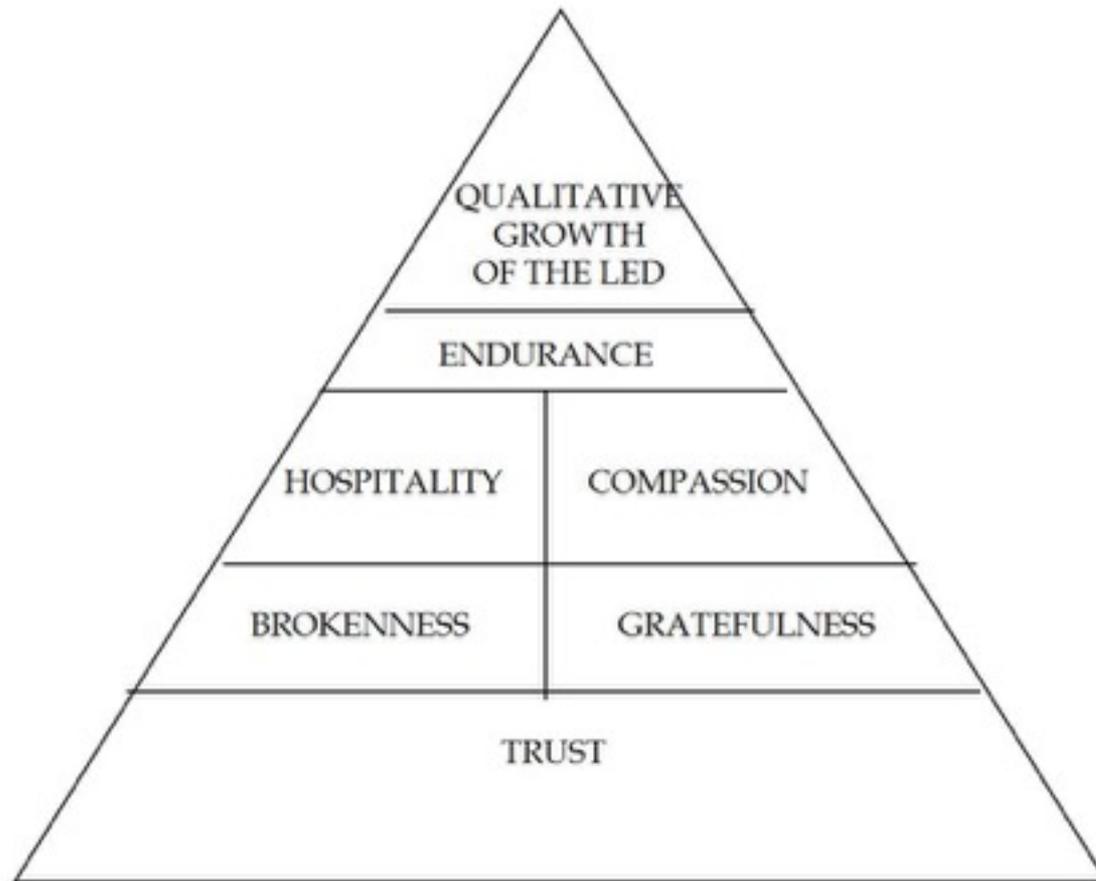
Focus on the things
that *unite* us,
not *divide* us.

I try to *enlarge* the vision of my people about their work. I want them to see the big picture of the school.

Saturday
afternoon

Evidences and
Habits
of
Church
Development

Core Qualities of a Servant Leader



“Preaching, teaching, counseling, organizing and celebrating - they are all forms of ministry by which we create space for the stranger, space where he can enter into deeper contact with himself, his fellowman, and his God.”

Henri Nouwen

“When I use the term hospitality, therefore, I do not want to limit it to the liberal sense of receiving a stranger into your house It is a fundamental attitude toward our fellow human beings, which can be expressed by a great variety of behavior.”

Henri Nouwen

“Hospitality means primarily the creation of a space where the stranger can enter and become a friend instead of an enemy . . . It is not an attempt to change people, but to offer the free space where change can take place.”

Henri Nouwen

Key Attitudes

Attitude of the heart (Ephesians 4:23) that should increasingly characterize spirit-filled Christians include the following:

- I love you - you are my brother/sister in Christ.
- I need you - you are being changed by Christ as I am being

Key Attitudes

- I respect you - you are different, yet we are one in Christ.
- I trust you - you desire to serve the same Christ as I.
- I serve you - I want to minister grace to you.

Key Habits

Steven Covey

1. **BE PROACTIVE:**
The Habit of Responsibility.
2. **BEGIN WITH THE END IN MIND:**
The Habit of Leadership.
3. **PUT FIRST THINGS FIRST:**
The Habit of Management.

4. **THINK WIN-WIN:**
The Habit of Mutual Benefit.
5. **SEEK FIRST TO UNDERSTAND,
THEN TO BE UNDERSTOOD:**
The Habit of Communication.
6. **SYNERGIZE:**
The Habit of Interdependence.
7. **SHARPEN THE SAW:**

Key Values

1. A Magnanimous spirit
2. A servant mentality
3. A trustworthy character
4. A positive influence
5. A courteous response
6. A giving motivation
7. A grateful attitude

- "Church Development" course review:
- 1. Ministry Model
- 2. Communication Model
- 3. "The Leader as Catalyst"