

Leadership Development Cluster



# Building a Vision

A Seminar for Church Leaders

LeaderResources  
Evolutionary Resources for a changing church



## Before you begin

Ask yourself.....

which schedule will work best for *our* group's needs?

Two schedules are given—a one-day session and an overnight model (Friday evening and all day Saturday until perhaps 3:00 pm).

The overnight design allows more time for participants to build community and explore in greater depth. An overnight provides important time away for leaders to get to know one another more deeply as persons—something that may be denied them in the hustle-bustle of ongoing church life and busy personal schedules. As the group experiences common meals, social fellowship, worship and the opportunity to share a bit about who they really are and what is important to them, the climate for thoughtful and prayerful consideration of their congregation's vision develops.

Anticipate surprises, learning, hopes, challenges, frustrations and deep satisfactions as together you seek to discover what God is calling your congregation to be and to do.

### The design needs to be an overnight if

- group members are new (or relatively new) to each other.
- this is the first occasion to discuss these issues together.
- your church is experiencing a significant transition time, or has done so recently.
- there has been recent, significant conflict in the congregation.

### The design can be done in one day if

- group members know each other well.
- the group has pulled together and is working together well.

## For either one-day or overnight format:

### *Before you begin:*

- *As you pray about and plan for this event, be conscious of ways to make all participants feel welcome and comfortable with each other.* Have name-tags and time for introductions (if *all* people aren't well known to each other), and allow occasions throughout the day for some informal socializing. A hospitable atmosphere paves the way for relaxed working together. Laughter, genuine sharing, occasional frustration, but energy throughout—these are the marks of a Christian community gathered to co-labor on an important task.
- *Read over the Leader's Guide as you time the schedule to fit your particular situation*—meeting place, starting and ending times, locations to gather for large group sessions and for small group breakouts. Coffee and restroom breaks and mealtimes are only suggested in the design; determine your group's needs before you calculate the schedule. Consider where meals will be served (in the same room?) and whether any group members will also be engaged in any of these preparations. Include travel time (to and from small groups, restrooms, breaks, etc.) when you are planning your schedule. If you want to give the participants a schedule with times you have established, you can modify the computer disk version of this program by adding the time frames you selected.
- *Prepare and mail articles and instructions at least two weeks in advance.* Your letter needs to make clear that each person is expected to read the enclosed article, identify key elements, and prepare a five minute presentation that they will give to four other people of their choosing. This is not to be a formal presentation, merely a matter of telling them what the article is about. Master copies of the articles are included at the end of this material.
- *Gather supplies needed:* readable nametags, newsprint, markers, masking tape, an easel for newsprint and a place to post it in full view (use big sheets) or storyboard (if desired). Participants will need paper and pencils. Have copies of *The Book of Common Prayer (BCP)*, or copy what is needed on newsprint so everyone can read it. Scripture selections included here are from the New Revised Standard Version (NRSV) of the Bible.

- *Arrange chairs so that the group can see each other*—a circle or a horseshoe works well (not rows of chairs in classroom-lecture style).
- *Arrange some simple worship for the retreat*, choosing leaders and making sure supplies (Bibles, books, hymnals) are on hand. Worship need not be led by a priest or deacon or by the day's leader. Often groups find taking turns in leading portions of worship moving, even empowering. The *Book of Common Prayer* offers many worship options (depending on the day of the week and the time), many of which are appropriately led by the laity. Further suggestions are found in the planning designs. Ask your clergy, a lay reader or a theologically trained lay person to assist you.
- *Enjoy!*

## Suggested Materials

Name tags (enough for a fresh one each day)

Colored markers—blue, green, brown, black (do not use red or yellow as they are difficult to read from a distance; check in advance to be certain they are not dried out; and have sufficient numbers in case they do and for multiple users)

Newsprint and easel—with an extra pad

Masking tape

Scotch tape

3 x 5 or 4 x 6 cards of two different colors, i.e., a stack of yellow and a stack of blue in sufficient number for each participant to have several of each

Pencils/Pens

Self-adhesive dots—two different colors, enough for each participant to have several of each (available at office supply store) (optional; you may substitute by drawing dots with colored marker pens)

Overhead projector and transparencies (optional)

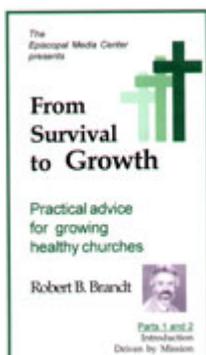
Storyboard (optional, see information under Presentation Methods)

Bibles, BCPs, Hymnals or other material as needed for worship

VCR (optional) to show *The Power of Vision* by Joel Barker or DVD for *From Survival to Growth*

*The Power of Vision* is very expensive to purchase (about \$900). So, check with your diocesan office, public libraries and corporations in the area or ask members of your parish, who may work for a corporation and have access to it through their workplace. If you do want to purchase it, contact Star Thrower Distribution Corporation, 26 East Exchange St, Suite 600, Saint Paul, MN 55101; 800-242-3220; [www.starthrower.com](http://www.starthrower.com) It may be possible to rent it through Chart House at 800/328-3789.

*From Survival to Growth*, by Robert B. Brandt. The author, Jack Beckwith, says the introduction and part 1, "Driven by Mission." would work very well. This is available through LeaderResources for about \$40.



From Survival to Growth The Rev. Robert B. Brandt

Ever wonder why most Episcopal churches grow at a slow to moderate rate, while nondenominational churches outgrow their buildings in a few years? That's just one of the questions addressed by the late Robert Brandt, former rector of a parish in Western Massachusetts, who spent several years studying the strategies of nondenominational 'mega-churches.' He believed there's a great deal that Episcopalians can learn from them. In four 30-minute segments, this series offers church leaders practical advice for moving from the survival mode to growth. It outlines ways for identifying a church's mission, reaching the unchurched, using small groups effectively and the need for visionary leadership. Workbook included. - Four 30 minutes segments

# Building A Vision

*Without a vision the people perish. (Proverbs 29:18)*

## About the Vision Seminar

This seminar is designed to help a congregation develop a “big picture” of who they are and who they aspire to be. This is the time to dream the dream. . . .to say the larger things that often feel impossible to say. But also, and most importantly, to say the things that really are our heart’s desire.

Ultimately an organization’s vision is made up of our **values** (the distinctive or fundamental beliefs we stand for; what we aspire to be), our **mission** (our primary purpose, our main business, our reason for existing), our **goals** (what we are committed to do, precisely where we intend to go), and our **plans** (how we are going to get there). Obviously this work cannot be done in one day or even during an overnight seminar. Therefore, this seminar focuses on the first of these, our values and aspirations (dreams) and encourages people to *paint* the big picture. Later you will want to translate that picture into a clear mission statement, specific goals, and concrete plans.

## Seminar Leaders

This seminar is designed to be led by experienced or inexperienced group leaders. Some experience is always helpful. But the directions are written so you can lead it without much experience. Alternatively, experienced leaders may want to adapt the design to fit their leadership style.

You may want to have a member of the congregation, or someone from a neighboring congregation or the diocesan office, facilitate the seminar. The clergy person must be an active participant in the vision-building process, and for that reason, may not want to facilitate the seminar.

The leader should prepare for the seminar by thinking and praying about her or his vision for the congregation and come prepared to share that vision as well as listen to the vision others have. The congregation’s vision needs to be forged out of the values and aspirations of all of its members. Equally important, the clergy and lay leaders of the congregation must *lead*, and a key function of leadership is

discerning the often hidden values and aspirations of a group, organizing a coherent vision that embodies those values and aspirations, and consistently holding up the vision to inspire and encourage the group. A vision gives a group a sense of direction and motivates them to move.

Leaders cannot underestimate the power of a vision to transform the lives of individuals and the life of the group. It is this kind of vision of God's reign on earth that Jesus proclaimed, a vision that captured the hearts and souls of his disciples. Our task is no less than that: to find a way to form and articulate the vision so people will "fall in love" with it.

This is the goal of this seminar. When it is over, the leadership must "own" the vision that they have helped bring to birth, and the group must make plans for how to include the congregation in the development process.

## Leadership Development Series

This seminar provides a process for creating a *vision* for the congregation that is consistent with Scripture, the Prayer Book, and the vision of the diocese. Then the *mission* of the congregation is examined. Based on the vision promulgated in the first seminar, the congregation's leaders ask: "Into what specific mission is God calling this particular congregation?" The mission seminar focuses the vision into a *statement of purpose*.

The final seminar in this series then looks at the vision and the mission statement and sets short- and long-range goals that are specific, measurable, agreed-upon, realistic, and time-sensitive and establishes an action plan and process to implement them. These goals should result in the fleshing out of the vision and mission statements. This seminar is entitled *Dynamic Strategic Planning*.

*Team Building* and *Facing Change* are seminars that can be used before or after these seminars. Some congregations may find it helpful to begin with the Team Building seminar or, if there is *minor* conflict or discomfort related to change, to then do the seminar on *Facing Change*. The seminar on facing change should not be used in contexts where there is serious conflict—a consultant intervention should be used first and then the congregation can proceed with one of the more neutral seminars such as Team Building or Vision.

# Schedule

## *Building a Vision*

### **Session One**

Introduction of the material and facilitators	10 minutes
<i>The Power of Vision or From Survival to Growth</i>	35 minutes
Discuss video	10 minutes
“What is a Vision?”	5 minutes
Identifying personal vision	5 minutes
Sharing personal vision with partner	10 minutes

### **Session Two**

Bible study: Christ’s vision and the vision of the early Church	20 minutes
Articles: The vision of some of today’s churches	50 minutes

### **Session Three**

The vision of the Episcopal Church	30 minutes
Our diocesan vision	30 minutes
Our community and congregation	45 minutes

### **Session Four**

Our congregation’s vision	10 minutes
Small group visions	45 minutes
Reports of the groups	15 minutes
Large group consensus	45 minutes
Congregational involvement	15 minutes
Closing	15 minutes

**Total seminar time: 7 hours**  
**Total day seminar time including lunch: 8 hours**

## Overnight Schedule

### *Building a Vision*

#### **Evening:**

##### **Session One**

Introduction of the material and facilitators	10 minutes
<i>The Power of Vision</i> or <i>From Survival to Growth</i>	35 minutes
Discuss video	20 minutes
Compline	10 minutes

#### **Morning:**

Morning devotions	5 minutes
“What is a Vision?”	5 minutes
Identifying personal vision	5 minutes
Sharing personal vision with partner	10 minutes

##### **Session Two**

Bible study: Christ’s vision and the vision of the early Church	20 minutes
Articles: The vision of some of today’s churches	60 minutes

##### **Session Three**

The vision of the Episcopal Church	45 minutes
Our diocesan vision	30 minutes
Our community and congregation	45 minutes

##### **Session Four**

Our congregation’s vision	10 minutes
Small group visions	60 minutes
Reports of the groups	15 minutes
Large group consensus	60 minutes
Refining the statement	20 minutes
Congregational involvement	15 minutes
Closing	15 minutes

**Total seminar time: 8 ½ hours**

**Total overnight seminar time including 3 meals: 11 ½ hours**

# SESSION ONE

## Goals:

- to highlight the importance of having a vision.
- to broaden the participants' horizons—to dream.
- to develop an understanding of what constitutes a vision.

## Introductions & Norms

*Large Group*

**10-15 minutes**

If you have musicians, you may want to start with some singing to gather people.

Welcome participants and introduce yourself. If group members do not know each other well, ask them to introduce themselves and name their role in the congregation.

Explain that, “Our purpose today is to create a vision for [your church’s name] in [your town or location], identifying ‘*What is God calling us to do and to be in this place?*’ To do that we will look at the broader vision of the church as found in the Scriptures, Prayer Book, diocesan statements, and stories about other congregations. We will then focus on our community and congregation, who we are and what God is calling us to be and do in this time and place.”

Begin with prayer. You may also select a Scripture passage on vision and present a brief meditation on it or use the daily devotions found on pages 136ff. of the Book of Common Prayer (BCP).

Explain that is it helpful if we all agree upon how we will work together. The seminar has some norms that will help your time together. Post the norms below and read them. Ask the group if there are any additional norms they would like to add (for example, smoking or no smoking). A copy of these norms are in the handout masters.

## Seminar Norms

- Observe time intervals: when the facilitator calls time, stop the small group activity as soon as possible.
- Take refreshments as needed.
- Every group member will be given an opportunity to participate in the activities.
- Everyone's contribution is valuable and deserves to be heard and respected.
- Speak for ourselves only (“I want...” rather than “We should...” “They say....”)
- Add your own norms:

### **The Power of Vision**

*Large Group*

**45 minutes**

Show the video, *The Power of Vision*, by Joel Barker (35 minutes)

We strongly recommend *The Power of Vision*; however, it was made for the corporate market and costs \$900 a copy. Check with the diocesan resource center and large corporations in your area to see if there is a copy that can be rented or borrowed. Chart House International (800-328-3789) has copies available for rent. Star Thrower Distribution Corp (800-242-3220; [www.starthrower.com](http://www.starthrower.com)), has copies for sale.

An alternative is to use *From Survival to Growth* by Robert B. Brandt. The author, Jack Beckwith, says the introduction and part 1, “Driven by Mission.” would work very well. This is available through LeaderResources for about \$40.

If you cannot obtain *The Power of Vision* or *From Survival to Growth* prepare a presentation of your own on the power of vision.

Ask the group to break into groups of three and discuss the following two questions:

1. What did you learn about the power of vision?
2. What new understandings or new ideas did you gain?

This discussion should be in the large group setting: just turn and talk!

Give the following talk on *What Is a Vision?* in your own words (3-5 min).

A *vision* is a picture of what you want to be, what you ideally see your organization as being. It is “an ideal and unique image of the future.”<sup>1</sup> In its entirety, it encompasses your values, mission, goals, and plans. To develop a vision, you need to ask yourself several key questions:

Write these four points on newsprint and post in a prominent spot or note where they can be found in the participant’s book (if you choose to have one).

- What are the distinctive or fundamental beliefs we stand for; what do we aspire to be? – OUR VALUES
- What is our primary purpose, our main business, our reason for existing? – OUR MISSION
- What are we committed to, precisely where are we going?  
– OUR GOALS
- How are we going to get there? – OUR PLANS

This seminar focuses on the first of these questions and begins the process of “painting a picture” of what this congregation stands for and what it aspires to be.

Two other seminars, *Developing A Mission Statement* and *Dynamic Strategic Planning*, are recommended to fill in the mission, goals, and plans. If you do not plan to do these seminars, develop an alternative process for the group to complete the mission, goals, and planning work.

The work done today will need to be reviewed later as the mission, goals, and plans are developed and all of that work put into some form that clearly and effectively communicates the vision, mission, goals, and plans to both present and new members of this congregation.

Some people now speak of *direction* instead of *vision*. Both words are pointing to the same thing, namely a description of where we are going. We are using vision because it implies a visual picture that helps keep us rooted in an ideal, a standard of excellence. A vision is that picture of greatness that resonates with who we are and calls us to become even greater. A vision is a picture of

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<sup>1</sup> *The Leadership Challenge*, James Kouzes and Barry Posner, p. 85; the following are adaptations of the elements of a vision they define.

the future that should be so exciting, so compelling, that those who catch the vision fall in love with it and are willing to commit all they have and all they are to it.

We will be looking at the vision we have for ourselves and the vision of God's rule on earth presented in Scripture and seen by the early Church and by today's Church. We will then look at our congregation and see what we stand for and what we aspire to. Out of that, we will begin to build a vision—a picture of our congregation 10 to 20 years from now. The picture we want is the *most excellent* picture of this congregation being *exactly* what God is calling it to be.

Most vital, growing churches today have developed a clear vision of what God wants them to be and do. They develop ministries that move them toward their goals and they *change or eliminate* those that don't help accomplish those goals. For the Church, our vision and the goals we set for ourselves are a “statement of faith”—a statement of what we believe God has called us to do. The work we are doing in creating a vision is a faith journey, not a destination. A good Christian planning process constantly challenges us to grow in faith as we are called to ever more faithful living. So our vision will evolve over time, our goals will become sharper and, if we are growing, more challenging. Today's work is not the end of something. It is part of the work that has been done by faithful members of this congregation in years past. . . . We will build on their work, and it will become part of the process of this congregation's goals and plans in the future. We take our place in that process, looking specifically at the challenges we face today, the gifts and skills we have in our congregation today, and the call we discern from God to us in this time and place.

This work is a responsibility and a privilege. Together we seek to discern where God is leading us. I invite you to enter into today thoughtfully, prayerfully and with a sense of expectation, remembering that God's power, working in us can do more than we can ever ask or imagine! The book of Proverbs says that without vision, the people perish. Visions have power. Our job is to create a vision that is so compelling, so enticing that people will fall in love with it and be drawn by it into the life of Christ.

## Personal Vision

Partners

10 minutes

Explain that each of us has a vision for ourselves that incorporates what we value and what we aspire to do and be.  
For example, my personal vision is. . . .

State your own vision in two or three sentences. Sample: My vision is for me to play a significant role in the lives of children, helping them incorporate the values of respect, love, justice and faith into their lives. I see myself doing that with my own children, those I teach at school, children in the neighborhood and church. My vision is that I will become a real force in my church and community in helping others do that as well.

The personal visions of our members are part of what God is calling us to do and be as a congregation, as well.

Invite participants to spend the next five minutes in quiet meditation and to think about their own visions for their lives and the lives of their families and community.

Most probably have had random thoughts over the years about their own personal visions, but they may never have stopped to organize those thoughts and see what God may be calling them to be or do in their community, their church, or with their families.

At the end of the five minutes, ask them to organize and write their thoughts on 3 x 5 cards using two or three words or a short phrase to capture the core elements of their visions. Take another five minutes to do this.

Find a partner that you would like to share this dream with and spend the next ten minutes sharing with each other your respective visions.

Remind participants: Each person's dream, no matter what it may be, is valid; the partner's job is to listen carefully and prayerfully and ask clarifying questions. *Do not make any value judgments on your partner's dream!*

Put your vision cards down in a row, one under the other, with only a small space between cards, and run a strip of scotch tape down the whole line. You can now

Leadership Development Cluster



# Developing a Mission Statement

A Seminar for Church Leaders

Developed by Judith Carlson

## Before you begin:

Ask yourself....

which design and which approach to the design will work best for *our* group's needs?

There are two designs, each of which has been developed in two formats—a one-day session and/or an overnight model (Friday evening and Saturday until c. 3:00 PM).

The overnight design allows more time for participants to explore in greater depth the often complex issues involved in developing a mission statement, providing important time away for leaders to get to know one another more deeply as persons—something that may be denied them in the hustle-bustle of ongoing parish demands and busy everyday schedules.

Mission statements that are meaningful—more than pretty words—arise most naturally out of a committed community who know each other at a level beyond the superficial. As the group experiences simple meals, social fellowship, worship, and the opportunity to share a bit about who they really are and what is important to them, the climate for thoughtful and prayerful consideration of their congregations's mission develops.

Often the assumption that other leaders share our same parish priorities is taken for granted, which distorts or disrupts resulting key decisions quite unintentionally. Instead, when time is allowed for honest sharing of ideas and hopes, a pool of ideas and resources much richer than expected is often revealed. More importantly, the actions flowing from such discussions have greater integrity and impact the quality of the congregation's life in focused, healthier ways.

Anticipate surprises, learning, hopes, challenges, frustrations and deep satisfactions as together you seek to discover what God is calling your parish to be and to do.

### The design needs to be an overnight if

- group members are new (or relatively new) to each other
- this is the first occasion to discuss these issues together
- your church is experiencing a significant transition time or has done so recently
- there has been recent, significant conflict in the congregation

### The design can be done in one day if

- group members know each other well
- the group has already done the vision seminar and is doing this to refine their prior work
- the group has pulled together and is working together well

# For either one-day or overnight format

## ***Before you begin***

***As you pray about and plan for this event, be conscious of ways to make all participants feel welcome and comfortable with each other.*** Have name-tags and time for introductions (if *all* people aren't well known to each other) and allow occasions throughout the day for some informal socializing. A hospitable atmosphere paves the way for relaxed working together. Laughter, genuine sharing, occasional frustration, but energy throughout—these are the marks of a Christian community gathered to co-labor on an important task—developing their congregation's mission statement.

***Read over the Leader's Plan as you time the schedule to fit your particular situation***—meeting place, starting and ending times, locations to gather for large group sessions and for small group breakouts. Coffee and restroom breaks and mealtimes are *not* included in the designs, so determine your group's needs before you calculate the schedule. Consider where meals will be served (in the same room?) and whether any group members will also be engaged in any of these preparations. Include travel time (to and from small groups, restrooms, breaks, etc.) when you are planning your schedule.

***Gather supplies needed:*** readable nametags, newsprint, markers, masking tape, an easel for newsprint and a place to post it in full view (use big sheets) or story board (if desired). Participants will need paper and pencils. Have copies of The Book of Common Prayer or copy what is needed on newsprint so everyone can read it. (You'll be using "The Church and the Ministry" sections in the Catechism, p. 855, and may want to use prayers and liturgies, such as "Noonday Prayers.")

***Arrange chairs so that the group can see each other***—a circle or a horseshoe works well. (Not rows of chairs in classroom lecture style.)

***Arrange some simple worship for the retreat,*** choosing leaders and making sure supplies (Bibles, books, hymnals) are on hand. Worship need not be led by a priest or deacon or by the day's leader. Often groups find taking turns in leading portions of worship moving, even empowering. The Book of Common Prayer offers many worship options (depending on the day of the week and the time), many of which are appropriately led by the laity. Further suggestions are found in the planning designs. Ask your priest, a lay reader or a theologically trained lay person to assist you.

***Enjoy!***

# Mission Statement Seminar Design #1

## Schedule for one-day format

	<i>Estimated Time</i>
<b>Introduction</b>	<b>10-15 minutes</b>
Mission of the Church	
Purpose of the day—our mission	
Prayer	
Short talk: Vision, mission, goals and plans	
<b>First activity</b>	<b>30 minutes</b>
Review vision developed earlier	
Short talk: Understanding our mission	
<b>Second activity</b>	<b>60 minutes</b>
Small groups describe present ministry	
Extend present ministry 10 years	
<b>Third activity</b>	<b>45-60 minutes</b>
Small group reports	
Discussion of reports	
Check current ministry against the mission of the Church and assess	
<b>Fourth activity</b>	<b>60 minutes</b>
Small groups develop list of ideal ministry	
Extend present ministry 10 years if it were moving towards that ideal	
<b>Fifth activity</b>	<b>60 minutes</b>
Small group reports	
Develop master list	
Narrow list	
Assess list	
<b>Sixth activity</b>	<b>20 minutes</b>
Small groups add descriptive phrases to “Mission is...” newsprint	
<b>Seventh activity</b>	<b>30 minutes</b>
Small group reports	
Compare this to the Church’s mission statement	
Make adjustments as needed	
Decide how, by whom and when draft statement will be polished	
Decide how statement will be shared with those present and rest of the congregation	
<b>Closing</b>	<b>15 minutes</b>
Worship	
Departures	

*Total time (excluding meals, breaks): Approximately 5 ½ hours*

## Schedule for overnight format

<b>Friday Evening</b>	<b><i>Estimated Time Needed</i></b>
<b>Dinner</b>	
<b>Introduction</b>	<b>45 minutes</b>
Bible study	
Mission of the Church	
Purpose of the day—our mission	
Prayer	
Short talk: Vision, mission, goals and Plans	
<b>First activity</b>	<b>30 minutes</b>
Review vision developed earlier	
Short talk: Understanding our mission	
<b>Second activity</b>	<b>60 minutes</b>
Small groups describe present ministry	
Small groups report descriptions	
Large group consensus on description of present ministry	
<b>Compline or Evening Worship</b>	<b>15 minutes</b>
<i>Total Friday evening time (excluding dinner): about 2 ½ hours</i>	

<b>Saturday</b>	<b><i>Estimated Time</i></b>
<b>Breakfast</b>	
<b>Opening devotions</b>	<b>15 minutes</b>
<b>Second activity, continued</b>	<b>30 minutes</b>
Small groups extend present ministry 10 years	
<b>Third activity</b>	<b>60 minutes</b>
Small group reports	
Discussion of reports	
Check current ministry against the mission of the Church and assess	
<b>Fourth activity</b>	<b>60 minutes</b>
Small groups develop list of ideal ministry	
Extend present ministry 10 years if it were moving towards that ideal	
<b>Fifth activity</b>	<b>60-90 minutes</b>
Small group reports	
Develop master list	
Narrow list	
Assess list	

<b>Sixth activity</b>	<b>20 minutes</b>
Small groups add descriptive phrases to “Mission is...” newsprint	
<b>Seventh activity</b>	<b>60 minutes</b>
Small group reports	
Compare this to the Church’s mission statement	
Make adjustments as needed	
Polish draft statement	
Decide how statement will be shared with those present and rest of the congregation	
<b>Closing</b>	<b>15 minutes</b>
Worship	
Departures	

*Saturday time (excluding meals, breaks): Approximately 5 ½ -6 hours*

# Developing a Mission Statement Design #1

## Introduction

Large group

10-15 minutes

Review with the group the sections on “The Church and the Ministry” in the Catechism (BCP, p. 855) explaining, “This describes the mission of the Church, in every time and place, regardless of any specific situation.”

Write on newsprint (or use overhead)

*The mission of the Church is to restore all people to unity with God and each other in Christ. (BCP, p. 855)*

Explain that, “Our purpose today is to identify the mission of one *particular* church, [your church’s name], in [your town or location], identifying ‘*What is God calling us to do and to be in this place?*’”

Prayer: Try Collect 16B (BCP, p. 257) or any of the three collects for mission (BCP, pp. 100-101), or compose your own.

Ask, “How are we at St. X’s called ‘to restore all people to unity with God and each other in Christ?’” A mission statement is our answer to this question.

## Short talk: Vision, Mission, Goals and Planning

A vision is a picture of what you want to be, what you ideally see your organization as being. It is “an ideal and unique image of the future.”<sup>1</sup> In its entirety, it encompasses your values, mission, goals and plans. To develop a vision, you need to ask yourself several key questions:

Turn over the newsprint you prepared ahead of time:

What are the distinctive or fundamental beliefs we stand for; what do we aspire to? – OUR VALUES

What is our primary purpose, our main business, our reason for existing? – OUR MISSION

What are we committed to, precisely where are we going? – OUR GOALS

How are we going to get there? – OUR PLANS

(Post this newsprint in a spot where it can be seen for the rest of the workshop.)

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<sup>1</sup> *The Leadership Challenge*, James Kouzes and Barry Posner, p. 85; the following are adaptations of the elements of a vision they define.

This workshop will focus on the second question and flesh out the vision work we have already done. We will develop a mission statement and start to identify some goals today. Later we will refine those goals and establish concrete plans for how to reach those goals. The total vision will not be complete until all of these pieces are in place. The work done today will need to be reviewed as the goals and plans are developed, and all the work we do will eventually need to be put into some form that clearly and effectively communicates the vision to both present and new members of this congregation.

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**First activity***Large group***about 30 minutes**

Review the vision previously developed. If you used *Building a Vision*, distribute the final version of the vision. If that was not completed or if the congregation added to it, post or distribute the current state of the vision. The work you have before you will focus on the big picture—the dream of where you want to be. It should contain lots of picture words and clearly articulate the values and beliefs of the congregation. When someone reads it, that person should know what you stand for and what you really believe.

Read what you have written. Make any modifications you decide are crucial, but don't spend much time on it. Remind the group that this is a "work in progress" that will continue to grow and change. The purpose of this time is just to remind yourselves of the work you did and if there are any new group members to bring them on board.

If you are using a vision that was developed some time ago by people other than this group, you may need to expand this time to be sure they understand what it says. Go through and discuss the values and beliefs reflected in it. Ask the group to describe what they see in their mind's eye as they imagine the vision coming to life.

If you have done *Building a Vision* recently, you may be able to cut the time allotted for this exercise.

**Short talk: Understanding Our Mission** (give in your own words)

Any organization's mission is its primary purpose. In industry, a company's mission is its main business—the reason for their existence. We often hear about companies that fail because they have tried to do too many things that were not part of their core business. "Stick to the knitting" is the popular phrase that means, "Do your primary business well, and don't get distracted into doing things that aren't really your business."

In industry identifying the primary business is relatively easy—it is the product or service the company provides. In a church, it is not quite so easy, but it is equally essential. The first thing we need to decide is what business are we in? Some people think we are in the business of providing information about religion (in this case, the Christian religion). Some think we are in the business of providing charity—goods and services to the needy not provided by government or community agencies. Some think we are in the business of providing worship services. Some think we are in the business of teaching values. And so on.

The mission of the Episcopal Church as defined in the Prayer Book is "to restore people to unity with God and each other in Christ." That is our main business—our purpose for

existing. All the activities and programs and services and resources we provide should help us do that primary business of reconciliation.

Today we are going to look at what we currently do and extend that into the future by 10 years and then assess it against the mission of the Church. Then we will look at our vision and see what we might do differently and project that 10 years into the future. Our goal is to identify the general direction we want to move in and make sure that it will produce the results we seek. Later, in another meeting, we will develop specific, measurable goals and strategic plans to help us implement them.

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**Second activity***Small groups***60 minutes**

Divide the group into small groups of five or six.

You may want to establish the groups in advance by using different colored nametags or numbers on their nametags.

Ask each group to appoint a reporter who will report back to the larger group their small group's findings for the next four sections.

Ask each group to describe the present ministry of your congregation. They can use one of three different models to organize their description or develop their own. (Describe the models and point out where they can find the handouts outlining each model.)

**SWEEPS: Stewardship, Worship, Education, Evangelism Pastoral Care and Service**

**A Congregation's Core Process:** Calling, Forming, Sending and Supporting

**Calling** people into relationship with Christ

**Forming** them as disciples of Christ

**Sending** them forth to live lives transformed by Christ

**Supporting** them as they carry out Christ's ministry of reconciliation

**Baptismal Covenant:** Use the five questions after the Creed found on p.304, *BCP*.

Ask groups to put the key word or phrase as a heading on the top of a sheet of newsprint and write below it what the congregation currently does (e.g., five sheets for SWEEPS, four for the other method). If you need more than one sheet of newsprint, tape it below the first sheet in each category.

If you are using scoreboards or cards-on-the-wall, prepare headers of the above and ask the participants to write the description on 3 x 5 cards and pin them under the appropriate header on the story board or wall.

After completing a description of your present ministry, assume that the present policies and circumstances will remain in place for the next 10 years. Project your present ministry 10 years into the future. What would it look like if nothing substantial changes over those years?

- Will the congregation be larger or smaller? (Extend your current growth or decline pattern ahead 10 years.)
- Will life in the community be better for having your congregation a part of it? (Extend your current level of activity ahead and estimate its impact on the community.)

- Will your resources be enough to sustain the ministry then? (Extend your current income trends.)

Line up a second set of newsprint sheets (or card on a story board or wall) that parallels your first set. Put your 10-year projection in line with each current ministry activity.

Turn over two newsprint sheets you prepared ahead of time:

### **Stewardship Now**

Plate/pledge income down about 5% each year  
Involved core down 3-4 people a year; 1-2 new people incorporated into active core

### **Stewardship in 10 Years**

Plate/pledge 60% of present (costs up ?%)  
Involved core down to 12 people

At the end of the hour, each group will present its work to the larger group. Bring all newsprint sheets or cards to the large group meeting room.

**Third activity** *Large group* **45-60 minutes**

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Invite each group to present its work. After each report, ask if anyone has questions *for clarification only* and to hold comments until all have presented their work.

After all of the presentations, lead a discussion about the state of your current ministry.

Do an honesty check: Be sure that the participants have put everything down in their description and that it is really what is happening (versus what they think is happening or hope is happening). Encourage them to be brutally honest about what *is*.

Encourage the participants to look critically at what they are doing. Will it stand the test of time? What happens when they project the current state of affairs into the future? Where will the resources come from to run their ministry with the present policies and mind-set? Is this where they want to be in 10 years?

Ask them to measure their current ministry against the mission statement of the Church. Look at each ministry activity and ask whether this restores people to unity with God and each other in Christ.

Use different-color cards to post alongside each item, or use a different-color marker to mark each item. You may want to mark them, "Strong," "Weak," and "Not really" or "Only indirectly," or use whatever system you and the group find comfortable. The goal is to get a picture of how many of your activities actually help you do your main business of reconciliation.

Ask the group to create a sequence: We do "x" (activity) to produce "y" (the end result) which restores people to God (and each other) in Christ. For example: "We celebrate the Eucharist to make Christ a real presence in our midst which restores people to unity with God in Christ." (Just do a few examples, not all of them!)

Be firm and do not let the group justify everything as reconciliation. Ask for *how* “x” activity restores people to unity. Ask if that unity is “in Christ” or just brings people together. Ask if unity really happens or if we just hope it does. Ask how they would demonstrate that reconciliation had occurred.

Ask, again and again, “What do we do that makes us different from all other organizations?” or “How do we do it differently from other organizations and groups that do something similar?” If we are no different from anyone else, we either don’t know what business we’re in or we’re doing someone else’s business! A Laundromat and dry cleaner both are in the business of cleaning clothes, but you know which service you want for which clothes. A psychologist and a medical doctor may both be in the business of restoring people to health, but you can tell the difference between them. What we do, as Christians, needs to be clearly and distinctly *Christian*.

Do not shortchange this discussion. It is very important that the group look honestly at what they are doing and how it helps accomplish the mission of the Church. If you need to, go a little longer and shorten your lunchtime (which comes now, assuming you are doing this in one day).

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**Fourth activity***Small groups***60 minutes**

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Reconvene in the same small groups to describe the *ideal ministry* envisioned for this congregation.

Forget any problems concerning resources (human, financial or leadership). Dream! What do you truly believe God is calling this congregation to do and be in the next 10 years if there were absolutely no problems or barriers to prevent you from achieving this dream?

If you did the *Building a Vision* workshop, refer to what you said about your community and its needs and to the diocesan vision and the gaps you identified there. Encourage participants to remember what they identified as Christ’s vision and the vision of the early Church as well as the vision reflected in the Book of Common Prayer.

If you did not do the workshop, encourage the group to think about your community’s needs and the vision of your diocese. You can also encourage them to think about Christ’s vision, the vision of the early Church and that of the Church today. Suggest they look at the Baptismal Covenant on page 304 of the *BCP*.

Again, pick from one of the three models of organizing your work (or develop your own) and describe what you feel would be an ideal ministry for your congregation given who you are, where you are located, etc. Whatever problems or blocks arise, imagine some solution to them rather than let them stop you from describing the ideal. Do not feel you have to account for everything that now exists (group, activity, program). Choose only those things you feel are *essential* to accomplish the mission.

Give each group a newsprint sheet which you prepared ahead of time:

*The mission of the Church is to restore all people to unity  
with God and each other in Christ.*

Ask the group to post this in some prominent spot in their room to remind them that this is the ultimate purpose of their ideal ministry.

Take the description of your current ministry back to the room with you. Put a second category next to it labeled, "Ten years from now," and leave it blank. Then put a third category labeled, "Ideal future," and put the card or newsprint with your ideal ministry there (i.e., put these three categories—now, 10 years from now, ideal future—side by side so they can compare them.)

After your group has described the ideal ministry you envision, project this dream that you have created for the future 10 years down the road. What would your congregation look like in 10 years if that dream could be brought to reality? What would change? Take each of the current-state items and fill in the middle column. Granted, the ideal future might take much more time, but suppose you started in the direction and made good progress in 10 years? What would you look like?

Decide how you will report to the larger group, and return to the main meeting room at the end of an hour. Each group will be asked to post and describe their work in the three categories (Present, 10-Year Projection, Ideal Future).

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**Fifth activity***Large group***60 minutes**

Bring the groups back together and ask each group to post their work in the three parallel categories (Present, 10 -Year Projection, Ideal Future).

**Small Group Reports**

Ask for reports from each group. Since they have already discussed the Present category, they do not need to read that except to note any adjustments they might have made to it. Ask them to read their Ideal Future first and then show how moving towards that ideal would change them from now to 10 years from now.

After each presentation, ask for *questions for clarification* only; hold comments until later. Thank each group for their work, and lead the group in a round of applause before calling on the next group.

**Developing a Master List**

After all groups have made their presentations, call the group's attention the different presentations of an Ideal Future. Note that there is an enormous wealth of ideas and a great deal of information (or at least that is likely to be true!). The entire team will now need to synthesize the different dreams presented and then prepare a succinct statement that captures the essence of what the group agrees on. Assemble a master list by combining like items, eliminating duplications, etc. Do this by first agreeing on how to organize the material using one of the three methods or one you devise. After the group has agreed on one, put all the items from all the small groups in each category as appropriate. You might want to divide the group into teams to do this—for example, one group assembles the items that fit under the first Baptismal Covenant question; another group assembles those that fit under the second, and so on.

Leadership Development Cluster



# Dynamic Strategic Planning

A Seminar for Church Leaders

## Leadership Development Series

This seminar provides a process for planning for the congregation. There are two seminars that can precede this one: one on creating and on in which the *mission* of the congregation is examined. The first seminar asks: What does this congregation envision as its future? What do they see God calling them to be and do? Based on the vision promulgated in the first seminar, the congregation's leaders ask: "Into what specific mission is God calling this particular congregation?" The mission seminar focuses the vision into a *statement of purpose*.

This final seminar in this series then looks at the vision and the mission statement and sets short- and long-range goals that are specific, measurable, agreed-upon, realistic, and time-sensitive and establishes an action plan and process to implement them. These goals should result in the fleshing out of the vision and mission statements.

*Team Building* and *Facing Change* are seminars that can be used before or after these seminars. Some congregations may find it helpful to begin with the Team Building seminar or, if there is *minor* conflict or discomfort related to change, to then do the seminar on *Facing Change*. The seminar on facing change should not be used in contexts where there is serious conflict—a consultant intervention should be used first and then the congregation can proceed with one of the more neutral seminars such as Team Building or Vision.

## About the Seminar

Planning is a process that most people do almost every day. A cook plans a meal, a teacher plans tomorrow's lesson, a traveler plans a route, a carpenter plans how to build a cabinet. In each case, the person doing the planning has a specific goal in mind, then gathers the resources and takes the steps necessary to reach that goal.

**Dynamic strategic planning is a method of effectively pursuing a goal or goals in a rapidly changing world.**

Many organizations, including churches, engage in formal and informal planning processes. The informal plans often miss crucial steps and the formal planning processes are often long and cumbersome. Some time ago it was popular for churches to develop five-year and even ten-year strategic plans. The difficulty many encountered is that the long, complex planning process meant that most of their plans were obsolete by the time they were written and communicated. We live in a world that changes at an ever-increasing rate. What works today may not work in six months, much less five years from now. Planning can no longer be done as a big, one-time process that decides our future for the next ten years.

Dynamic strategic planning is an ongoing process of planning that enables a congregation to make plans but also to adapt and change those plans as circumstances change. In fact, the underlying assumption is that the plans *will* change and that they *must* change if the Church is to be effective in today's world.

Christian planning is based on the premise that the mission of the Church is "to restore all people to unity with God and each other in Christ" (The *Book of Common Prayer [BCP]*, p. 855) and that God is calling each of us as individuals, groups, congregations and dioceses to carry out that mission in concrete ways in a specific setting. Our task, as leaders and members of the Church, is to identify specifically what we are called to do and how we will do it.

Planning, in itself, will not accomplish that. Clear goals based on sound theological principles, a step-by-step action plan, action, reflection,

learning, replanning and acting again constitute an ongoing process that enables us to build communities of Christians that are effective in carrying out the mission of the Church.

This program is designed to train Church leaders in how to engage in dynamic strategic planning. It teaches the steps of dynamic strategic planning through a process of identifying the concepts and then practicing each step. In the process of the seminar, participants will actually develop plans for their congregation or group which they can use as the basis of an ongoing planning process.

The objectives of this seminar are:

- Participants will recognize and understand the twelve steps of dynamic strategic planning.
- Participants will develop an action plan to implement a goal they identify.
- Participants will understand the importance of ongoing reassessment and adjustment of plans.

## **Facilitators**

The role of the facilitator is to guide the participants through a process where they will learn from their experience. The facilitators are not the experts on dynamic strategic planning. They are the persons who will give and clarify directions, present concepts and information on the handouts/overheads, answer questions or assist participants if they become confused and share perceptions or ask helpful questions to enable participants to gain greater understanding.

While it is helpful if the facilitators are experienced, it is not necessary. Each step has been carefully described, often with suggested wording for how to present that step. Handouts, short talks and what to write on the newsprint are all given in the training design.

If you are not an experienced facilitator, we recommend that you find a partner to work with. It is easier to work with a partner than by yourself. Each of you can take a step in turn, thus giving the other person a chance to regroup and look ahead at what comes next. The partner can also catch things the upfront facilitator has missed and fill them in later. The time when

the small groups are working is a valuable check-in time for the facilitators to touch base with each other, and for them to “float” around observing the groups and making sure they have understood and are carrying out the task.

It will also be helpful to ask someone you trust to be an observer for you. This could be someone who will assist with logistics (setup, lunch, cleanup and so forth). This person’s role is to call your attention to things that are happening that you may not notice—someone who is not participating, a group that is off-task or has misunderstood a task or point, the fact that the room is getting hot, the coffee is finally ready, etc. He or she should come to you while the small groups are working to give these comments and can then help you with any necessary logistics.

Finally, remember that participants are responsible for their own learning—you can’t make them learn anything they don’t choose to learn. You are responsible simply for leading the seminar and thereby offering them opportunities to choose to learn.

## **Before the Seminar**

The checklist on the next page is provided to identify the preparations you need to make before the seminar. This list assumes that the group or congregation leaders have decided to do this seminar and have asked the facilitators to lead it.

# Dynamic Strategic Planning

## One-Day Seminar Schedule

<b>Introduction</b>	<i>Large Group</i>	<b>10 minutes</b>
Purpose of the Seminar Schedule Introductions Outcomes and Objectives		
<b>Assessment Icebreaker</b>	<i>Small Groups</i>	<b>30 minutes</b>
Small groups collect information on planning		
<b>Talk</b>	<i>Large Group</i>	<b>10 minutes</b>
About Dynamic Strategic Planning Christian Planning 12 Steps of Dynamic Strategic Planning		
<b>Norms</b>	<i>Large Group</i>	<b>5 minutes</b>
Seminar Norms and Group Norms established		
<b>Mission of the Church</b>	<i>Large Group</i>	<b>5 minutes</b>
Setting the context as: "The mission of the Church is to restore all people to unity with God and each other in Christ." ( <i>BCP</i> , p. 855)		
<b>Identifying possible goals</b>	<i>Small Groups</i>	<b>20 minutes</b>
Using Spiritual Discernment Process to identify possible goals Prayer—individual contribution—listening—prayer—individual contribution... or Using an Alternative Discernment Process		
<b>Break</b>		
<b>Understanding the context</b>	<i>Large Group</i>	<b>20 minutes</b>
Drawing a picture of our system Identifying barriers, resources or both		
<b>Setting SMART goals</b>	<i>Large Group</i>	<b>5 minutes</b>
Talk: SMART Goals		
<b>Select a goal and make it SMART</b>	<i>Small Groups</i>	<b>20-60 minutes</b>
Groups use a discernment process to select one goal Groups write goal in a way to ensure it is SMART Larger group provides feedback to small groups		

<p><b>Identify barriers to reaching your goal</b></p> <p><i>Large Group</i></p> <p>Large group brainstorms types of barriers          Small groups complete a Force-Field Analysis for their situation          Facilitator clarifies that removing barriers is what creates change</p>	<p><b>20 minutes</b></p>
<p><b>Identify resources available to assist you</b></p> <p><i>Small Groups</i></p> <p>Large group brainstorms types of resources          Small groups identify resources available to them          Small groups match resources to barriers and develop strategies to overcome barriers</p>	<p><b>25 minutes</b></p>
<p><b>Lunch</b></p>	<p><b>1 hour</b></p>
<p><b>Develop an action plan</b></p> <p><i>Small Groups</i></p> <p>Small groups identify possible actions          Conduct PIN analysis on possible actions          Select appropriate/best actions          Organize selections into an action plan</p>	<p><b>1 hour</b></p>
<p><b>Break</b></p>	<p><b>10 minutes</b></p>
<p><b>Implementing your action plan</b></p> <p><i>Large Group</i></p> <p>Large group identifies possible changes in situation for one plan; identifies possible mid-course corrections</p>	<p><b>15 minutes</b></p>
<p><b>Continue: revise action plan</b></p> <p><i>Large Group</i></p> <p>Large group identifies possible changes in one plan, given hypothesized changes in situation identified above</p>	<p><b>10 minutes</b></p>
<p><b>Evaluate plan and build on it</b></p> <p><i>Large Group</i></p> <p>Large group learns three ways to evaluate: process, outcomes and fruits          Identifies ways to evaluate one plan</p>	<p><b>20 minutes</b></p>
<p><b>Unanswered questions</b></p> <p><i>Large Group</i></p>	

**Closing***Individual and Small Group***20 minutes**

Seminar evaluation

Thanks, farewells, closing prayer

*Total Time (excluding breaks & lunch): Approximately 5½-6 hours*

*Total Time (including breaks & lunch): Approximately 8 hours*

*Note: Larger groups take more time. Also, the layout of your meeting space will impact the time needed. A setting with breakout rooms and restrooms that are distant from the large group meeting room will require more time than will a compact setting.*

# Dynamic Strategic Planning Overnight Seminar Schedule

## Friday evening

**Dinner (with Gathering Time/Happy Hour)** **90 minutes**

**Introduction** *Large Group*

Purpose of the Seminar

Schedule

Participants pair off and introduce themselves, stating two hopes and two fears they have about attending this seminar.

Participants introduce their partner, giving hopes and fears.

Outcomes, Objectives and a check on expectations identified above.

**Assessment Icebreaker** *Small Groups* **30 minutes**

Small groups collect information on planning

**Talk** *Large Group* **10 minutes**

About Dynamic Strategic Planning

Christian Planning

12 Steps of Dynamic Strategic Planning

**Norms** *Large Group* **5 minutes**

Seminar Norms and Group Norms established

**Mission of the Church** *Large Group* **5 minutes**

Setting the context as: "The mission of the Church is to restore all people to unity with God and each other in Christ" (BCP, p. 855).

**Identifying possible goals** *Small Groups* **20-60 minutes**

Use Spiritual Discernment Process to identify possible goals

Prayer—individual contribution—listening—prayer—individual

contribution— listening— prayer.... (Alternative methods provided).

**Compline or Evening Worship** **10 minutes**

*Total Friday evening time (excluding dinner): Approximately 2-2½ hours*

## Saturday morning

### Breakfast

### Morning Worship

**Understanding the context**     *Large Group*     **30 minutes**  
Drawing a picture of our system  
Identifying barriers, resources or both

**Setting SMART goals**     *Large Group*     **10 minutes**  
Talk: SMART Goals

**Select a goal and make it SMART**     *Small Group*     **30 minutes**  
Groups use spiritual discernment process to select one goal  
Groups write goal in a way to ensure it is SMART  
Larger group provides feedback to small groups

### Break

**Identify barriers to reaching your goal**     *Large Group*     **30 minutes**  
Large group brainstorms types of barriers  
Small groups complete a Force-Field Analysis for their situation  
Facilitator clarifies that removing barriers is what creates change

**Identify resources available**     *Small Groups*     **30 minutes**  
Large group brainstorms types of resources  
Small groups identify resources available to them  
Small groups match resources to barriers and develop strategies to overcome barriers

**Review, questions and identify what we've learned**     *Large Group*     **15 minutes**

### Lunch

**Develop an action plan**     *Small Groups*     **90 minutes**  
Small groups identify possible actions  
Conduct PIN analysis on possible actions  
Select appropriate/best actions  
Organize into action plan

## Break

### Implementing your action plan

*Large Group*

**15 minutes**

Large group identifies possible changes in situation for one plan.  
Identifies possible mid-course corrections

### Continue: revised action plan *Large Group*

**10 minutes**

Large group identifies possible changes in one plan, given  
hypothesized changes in situation identified above

### Evaluate your plan and build on it

*Large Group*

**20 minutes**

Large group learns three ways to evaluate: process, outcomes  
and fruits  
Identifies ways to evaluate one plan

### Unanswered questions

*Large Group*

**10 minutes**

### Closing

*Individual and Small Group*

**20 minutes**

Seminar evaluation  
Thanks, farewells, closing prayer

*Total Saturday time (including lunch and breaks):*

*7½-8 hours*

*Total Weekend Time (excluding meals and breaks):*

*Approximately 10 hours*

# Dynamic Strategic Planning Seminar Design

## **Introduction**

*Large Group*

**10 minutes**

Introduce yourself and your partner(s); begin with worship, or at least with a prayer.

Explain the purpose of the program. Describe the expected outcomes.

Review the schedule of the day.

Read the program objectives

Print these on newsprint before the session begins; during the next activity, move the newsprint to a spot where the objectives can be seen during the training.

## **Assessment icebreaker**

*Small Groups*

**30 minutes**

Divide the group into subgroups of four or five persons.

Give each group one of the following questions and ask them to decide upon and implement a way to collect information from all the participants on their assigned question. The questions are listed below and on the handout sheet which you can reproduce for distribution at this time.

### **Questions:**

- How do you plan in the Church?
- How do you plan in your work or personal life?
- How is planning in the Church different from planning at home or on the job?
- What skills or information do you have about planning?
- How can planning help us fulfill God's mission for the Church?
- What is the mission of the Church?
- What do you think makes a planning process strategic or dynamic?

Give all the groups 15 minutes to collect their data simultaneously, using the strategy they developed.

At the end of the time, give each small group about five minutes to prepare a 30-second summary of what they learned.

Invite each group to report what they learned.

**Talk**

*Large Group*

**10 minutes**

(See **About Dynamic Strategic Planning**, the introductory material in this resource, for the concepts to cover in your talk; prepare a presentation using your own words.)

Distribute handouts: **Defining Dynamic Strategic Planning and Steps of Dynamic Strategic Planning**

You may also project these handouts as overheads.

Handout/Overhead:

**Dynamic strategic planning is a method of effectively pursuing a goal or set of goals in a rapidly changing world.**

**Important points to cover:**

- Christian planning is based on the premise that the mission of the Church is “to restore all people to unity with God and each other in Christ.”
- Plans and actions together enable Christians to be effective in carrying out that mission.
- Plans made in a changing world must be constantly changed and updated and actions adapted to meet the changing conditions.

Leadership Development Cluster



# Team Building

A Seminar for Church Leaders

**LeaderResources**  
Evolutionary Resources™ for a changing church



## About This Seminar

### Ask yourself.....

how will this design work best for *our* group's needs?

This design has been developed in an overnight model (e.g., Friday evening and all day Saturday until 5:00 PM).

The overnight design provides time for participants to explore in greater depth the often complex issues involved in developing a team relationship and working style, providing important “time away” for leaders to get to know one another more deeply as persons—something that may be denied them in the hustle-bustle of ongoing parish demands and busy everyday schedules.

A cohesive leadership team arises most naturally out of a committed community who know each other at a level beyond the superficial. As the group experiences simple meals, social fellowship, worship, and the opportunity to share a bit about who they really are and what is important to them, the climate for thoughtful and prayerful consideration of their congregation's mission and vision develops. An effective Pastoral Leadership Team shares commitment to common goals, an understanding of the complexities of relationship, and the willingness to be open and honest with each other and themselves.

Often the assumption that all who work together, either by design or serendipity, are a “team” is taken for granted. This assumption, held even by the group members themselves, can have long-term negative effects on decisions and visioning. A true “team” must be developed, nurtured, and treated as an organic, dynamic whole. When time is allowed for honest sharing of ideas and hopes, a pool of ideas and resources much richer than expected is often revealed. More importantly, the actions flowing from such discussions have greater integrity and impact the quality of the congregation's life in focused, healthier ways.

Anticipate surprises, learning, hopes, challenges, frustrations, and deep satisfactions as together you seek to discover what God is calling you and the members of your team to be and to do.

*Before you begin...*

- *As you pray about and plan for this event, be conscious of ways to make all participants feel welcome and comfortable with each other.* Have name tags and time for introductions (if *all* people aren't well known to each other) and allow occasions throughout the evening and the next day for some informal socializing. Perhaps beginning in late afternoon for a social hour followed by dinner prior to the beginning of the conference. A hospitable atmosphere paves the way for relaxed working together. Laughter, genuine sharing, occasional frustration but energy throughout—these are the marks of a Christian community gathered to co-labor on an important task—the development of an effective pastoral leadership team.
- Read over the Leader's Plan as you "time" the schedule to fit your particular situation—meeting place, starting and ending times, locations to gather for "plenary" (entire group) sessions and for small group breakouts. Coffee and restroom breaks and mealtimes are *not always* included in the design, so determine your group's needs before you calculate the schedule. Consider where meals will be served (in the same room?) and whether any group members will also be engaged in any of these preparations. Include "travel time" (to and from small groups, restrooms, breaks, etc.) when you are planning your schedule.
- *Gather supplies needed:* readable nametags, newsprint, a variety of colored markers, masking tape, an easel for newsprint and a place to post it in full view. (Use big sheets.) Participants will need paper and pencils. Have copies of The Book of Common Prayer, or copy what is needed on newsprint so everyone can read it. Purchase a copy of the Forward Movement pamphlet, *The Dream, A Church Renewed* by Wesley Frensdorff (see the Sixth Activity) for each conference leader or perhaps for each participant.
- *Arrange chairs so that the participants can see each other—a circle or a horseshoe works well. (Not rows of chairs in "classroom lecture style.")*
- *Arrange some simple worship for the retreat, choosing leaders and making sure supplies (Bibles, books, hymnals) are on hand. Worship need not be led by a priest or deacon or by the day's "leader." Often groups find taking turns in leading portions of worship moving, even*

empowering. The Book of Common Prayer offers many worship options (depending on the day of the week and the time), many of which are appropriately led by the laity (e.g., prayers and liturgies, such as prayers for morning, noon, and early evening from the Daily Devotions for Individuals and Families, *BCP*, pp. 137-139 and Compline, pp. 127-135). Ask your priest, a lay reader or a theologically trained lay person to assist you.

- *Enjoy!*

# Schedule for overnight format

Friday Evening 7:00 - 9:30, *excluding dinner time*

## Dinner

### Session One: Vision

<b>Introduction</b>	<b>10 minutes</b>
Opening Prayer	
Welcome from and introduction of conference leader(s)	
Schedule and purpose of conference	
Goals for first session	
<b>First activity</b>	<b>5 minutes</b>
“Write what you see”	
<b>Second activity</b>	<b>10 minutes</b>
“Who has the correct list?”	
<b>Third Activity</b>	<b>15 minutes</b>
Coat of Arms	
<b>Fourth Activity</b>	<b>10 minutes</b>
Team reports	
<b>Fifth Activity</b>	<b>10 minutes</b>
The Four Parts of a Vision	
<b>Sixth Activity</b>	<b>30 minutes</b>
Teams discuss <i>The Dream, A Church Renewed</i>	
<b>Seventh Activity</b>	<b>10 minutes</b>
Team Reports	
<b>Eighth Activity</b>	<b>20 minutes</b>
Teams discuss changing roles	
<b>Ninth Activity</b>	<b>30 minutes</b>
Team reports and discussion	
Review next day’s agenda	

# Schedule for overnight format (continued)

Saturday 9:00 - 5:00, *excluding breakfast time*

## Breakfast

### Session Two: Changing Systems—9:00-10:45

**First Activity** 40 minutes

Group exercise, “New Directions  
Presentation: Incremental change vs. Fundamental change

**Second Activity** 55 minutes

Teams discuss incremental and fundamental changes  
10 minute break

**Third Activity** 10 minutes

Teams report; group discussion

### Session Three: Team Behaviors—10:45-12:15

**Fourth Activity** 40 minutes

Group exercise, “But I’ve Always Done It That Way”  
Discussion  
Presentation: Team Norms

**Fifth Activity** 30 minutes

Teams discuss “Behavior”

**Sixth Activity** 20 minutes

Input/Discussion: Team Process

## Lunch Break

### Session Four: Facing Conflict—1:15-3:30

**Seventh Activity** 30 minutes

Group exercise, “Grumble, Grumble”  
Discussion  
Presentation: Conflict. Group Dynamics

**Eighth Activity** 20 minutes

Teams discuss reactions to conflict

**Ninth Activity** 30 minutes

Presentation: Planning ahead for inevitable conflict  
Tips for Effective Listening

**Tenth Activity** **30 minutes**  
Teams discuss strategies for handling conflict

**Eleventh Activity** **15 minutes**  
Team reports

**10-minute stretch break**

**Session Five: Accountability and Feedback—3:40-5:00**

**Twelfth Activity** **30 minutes**  
Presentation/Discussion: Accountability and Feedback

**Thirteenth Activity** **30 minutes**  
Team Discussion: Learnings, applications

**Fourteenth Activity** **20 minutes**  
Large Group Discussion: Assessment

**Closing Activity** **5 minutes**  
Six marks of a healthy Pastoral Leadership Team

**Closing worship**

*Total Saturday time (excluding meals, breaks): about 7 hours*

*Total overnight retreat time (“working” time): about 9 hours*

# SESSION OUTLINES

## Session One: Vision

Friday (or first evening)

7:00 - 9:30

### **Introduction**

*Large Group*

**10 minutes**

*Opening Prayers* (perhaps a reading from Romans 12: 1-8 and the prayer For the Parish, *BCP*, p. 817 if the conference is for one parish; or the prayer For Clergy and People if several congregations are represented, or For the Diocese, both on the same page of the *BCP*—*prayers might be read together by entire group*)

*Welcome* from and introduction of workshop leader(s)

*Review* schedule and purpose of conference; goals for this session (below)

**Write on newsprint or show overhead:**

### **Session One: Vision**

#### GOALS:

- To surface and build a vision of the future that values lay ministry and Pastoral Leadership Teams
- To surface and address anxieties about role changes

Explain that, “Today’s church requires the conscious and full participation of *all* of its members, lay and clergy *together*, in all aspects of its ministry and mission. Expectations and roles are changing and such changes can be positive and energizing. When individuals combine their skills and talents to accomplish common goals, perspectives broaden, the load is less burdensome and more joy-filled, the horizon is almost limitless!”

**First activity**                      *Individuals*                      **5 minutes**

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Ask each person to look around the room and write down *exactly* what they see. They can sit, stand or walk about. Time limit is 3 minutes.

**Second activity**                      *Large Group*                      **10 minutes**

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Make two columns on newsprint (without headings) and then ask the participants to call out what they have written trying to capture the more concrete images in one column (e.g., chairs, tables, people, water pitchers) and the more abstract in another (e.g., light shadows, colors, room temperature).

When the lists are completed, point to the differences in the lists—the concrete and the abstract images—and ask the question, “Which is the correct list (or image or description)?” Explain that, “We each have a piece of the picture and, working as individuals in isolation, we are likely to be confined to the images in our own list whereas when working *together*, in *teams*, we have a more complete view of the whole and its potential.”

**Third activity**                      *Teams*                      **15 minutes**

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Have pre-formed teams sit together if not already doing so. Give each team several differently colored markers and two sheets of newsprint. The teams then work together to design a logo or coat of arms with symbols that portray who/what they are/would like to be to the rest of the world.

*[Individuals who are not part of teams that are present can be grouped together or may self-select (be flexible!) to form teams of 3-5 for the duration of the conference and can present a logo or coat of arms to represent who they are for the purpose of this conference]*

**Fourth activity**                      *Large Group*                      **10 minutes**

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Each team selects a representative to introduce the team members and show their logo/coat of arms explaining it to the larger group. Each team has one minute to report. (10 minutes ± depending on number of teams)

**Fifth activity***Large Group*    **10 minutes**

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Exploring a vision:

Ask the question, “What is a vision?” Wait for a few answers from the group. Explain that, “A vision is made up of four distinct parts:

**Write on newsprint or show overhead:**

THE FOUR PARTS OF A VISION

Values—what we stand for, what is important to us

Mission—our purpose

Goals—what we want to do

Plans—how we will accomplish our goals”

Read aloud *The Dream: A Church Renewed* (Forward Movement pamphlet with excerpted chapter from Wesley Frensdorff’s *Reshaping Ministry*)

*[This is particularly effective if two people share the reading by alternating the reading of each section and then reading the final part on the last page by alternating phrasing and ending together — i.e., #1 “...of our Clown Redeemer can dance”, #2 “and sing”, #1 “and laugh”, #2 “and cry”, #1 “in worship”, #2 “in ministry”, then #1 & 2 together “and even in conflict.”]*

**Sixth activity***Teams***30 minutes**

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Teams discuss:

- How does the vision articulated by Wes Frensdorff fit with or differ from your vision and/or the vision reflected in your congregation’s or team’s mission statement (if you have one).
- Record: Elements you have identified that you would like to see in your team or congregation’s vision and/or mission statement; select a reporter to post your work and report on it.

**Seventh activity***Large Group***10 minutes**

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Teams report back to the larger group.

*Stretch break - 10 minutes*



# Facing Change

A Resource for Church Leaders

**LeaderResources**   
Evolutionary Resources for a changing church

## About This Seminar

### Ask yourself.....

how will this design work best for our group's needs?

This design was originally developed as an overnight model (e.g., Friday evening – 7:00 to 9:00 with an optional dinner beforehand and all day Saturday – 9:00 AM to 5:00 PM).

The overnight design provides time for participants to explore in greater depth the often complex issues dealing with change in a congregation, providing important “time away” for leaders to get to know one another more deeply as persons—something that may be denied them in the hustle-bustle of ongoing parish demands and busy everyday schedules.

A cohesive leadership team arises most naturally out of a committed community who know each other at a level beyond the superficial. As the group experiences simple meals, social fellowship, worship, and the opportunity to share a bit about who they really are and what is important to them, the climate for thoughtful and prayerful consideration of their congregation's mission and vision develops. An effective clergy-lay leadership team shares commitment to common goals, an understanding of the complexities of relationship, and the willingness to be open and honest with each other and themselves. These are all essential when a congregation is facing any significant change and especially essential when that change is or may become controversial.

Church leaders are often ill-equipped to manage changes and the conflict that inevitably emerges when changes are instituted. Taking time to reflect on the change process helps leaders respond to conflicts, hurt feelings, implementation problems and mistakes more effectively and approach them in a more positive manner. More importantly, the actions flowing from such discussions have greater integrity and impact the quality of the congregation's life in focused, healthier ways.

Anticipate surprises, learning, hopes, challenges, frustrations, and deep satisfactions as together you seek to discover what God is calling you to be and to do.

*Before you begin...*

- ***As you pray about and plan for this event, be conscious of ways to make all participants feel welcome and comfortable with each other.*** Have name tags and allow time for introductions (if *all* people aren't well known to each other) and create time throughout the evening and the next day for some informal socializing, perhaps beginning in late afternoon for a social hour, followed by dinner prior to the beginning of the conference. A hospitable atmosphere paves the way for relaxed working together. Laughter, genuine sharing, occasional frustration but energy throughout—these are the marks of a Christian community gathered to co-labor on an important task—the strengthening of an effective leadership team.
- ***Read over the Leader's Plan*** as you “time” the schedule to fit your particular situation—meeting place, starting and ending times, locations to gather for “plenary” (entire group) sessions and for small group breakouts. Coffee and restroom breaks and mealtimes are *not always* included in the design, so determine your group's needs before you calculate the schedule. Consider where meals will be served (in the same room?) and whether any group members will also be engaged in any of these preparations. Include “travel time” (to and from small groups, restrooms, breaks, etc.) when you are planning your schedule.
- ***Gather supplies needed:*** readable nametags, newsprint, a variety of colored markers, masking tape, an easel for newsprint and a place to post it in full view. (Use big sheets.) Participants will need paper and pencils. Have copies of The Book of Common Prayer, or copy what is needed on newsprint so everyone can read it.
- ***Arrange chairs so that the participants can see each other*** – a circle or a horseshoe works well. Avoid using rows of chairs in “classroom lecture style” which can inhibit group sharing and interaction. You may also wish to consider using a room with couches or padded chairs to give a more informal atmosphere, conducive to creating a little more relaxed, intimate setting.
- ***Arrange some simple worship for the retreat***, choosing leaders and making sure supplies (Bibles, books, hymnals) are on hand. Worship need not be led by a priest or deacon or by the day's “leader.” Often groups find taking turns in leading portions of worship moving, even empowering. The

Book of Common Prayer offers many worship options (depending on the day of the week and the time), many of which are appropriately led by the laity (e.g., prayers and liturgies, such as prayers for morning, noon, and early evening from the Daily Devotions for Individuals and Families, *BCP*, pp. 137-139 and Compline, pp. 127-135). If needed, ask your priest, a lay reader or a theologically trained lay person to assist you.

- **Enjoy!** Remember that although this time together is centered around learning, it is also a time to enjoy the company of other people within your community. When we are together in different settings, we have an opportunity to learn new things about each other!

# Schedule for overnight format

Friday Evening 7:00 - 9:00, *excluding dinner time*

**Dinner - served between 6:00 and 6:45**

## **Session One: Change is Loss**

<b>Introduction</b>	<b>10 minutes</b>
Opening Prayer	
Welcome and introduction of conference leader(s)	
Schedule and purpose of conference	
Goals for first session	
<b>First Activity</b>	<b>15 minutes</b>
Presentation	
<b>Second Activity</b>	<b>60 minutes</b>
Pilgrimage experience	
<b>Closing Worship</b>	<b>30 minutes</b>

## Schedule for overnight format (continued)

Saturday 9:00 - 5:00, *excluding breakfast time*

### Breakfast

### Session Two: Changing Systems—9:00-10:45

<b>Opening Prayer &amp; Review of Goals</b>	<b>5 minutes</b>
<b>First Activity</b> Write what you see “Who has the correct list?”	<b>15 minutes</b>
<b>Second Activity</b> Group exercise, “New Directions Presentation: Incremental change vs. Fundamental change	<b>20 minutes</b>
<b>Third Activity</b> Small Groups discuss Incremental change	<b>15 minutes</b>
<b>Break</b>	<b>10 minutes</b>
<b>Fourth Activity</b> Presentation	<b>20 minutes</b>
<b>Fifth Activity</b> Small Groups discuss Fundamental change	<b>15 minutes</b>
<b>Sixth Activity: Wrap up</b>	<b>10 minutes</b>

### Session Three: Team Behaviors—10:45-12:00

<b>First Activity</b> Group exercise, “But I’ve Always Done It That Way” Discussion Presentation: Group Norms	<b>20 minutes</b>
<b>Second Activity</b> Small Groups discuss “Behavior”	<b>25 minutes</b>
<b>Break</b>	<b>10 minutes</b>
<b>Third Activity</b> Input/Discussion: How do we work together?	<b>20 minutes</b>

## Lunch Break

### Session Four: Facing Conflict—1:15-3:30

<b>First Activity</b> Group exercise, “Grumble, Grumble” Discussion Presentation: Conflict & Group Dynamics	<b>30 minutes</b>
<b>Second Activity</b> Small Groups discuss reactions to conflict	<b>20 minutes</b>
<b>Third Activity</b> Presentation: Planning ahead for inevitable conflict Tips for Effective Listening	<b>30 minutes</b>
<b>Fourth Activity</b> Small Groups discuss strategies for handling conflict	<b>30 minutes</b>
<b>Fifth Activity</b> Small Group reports	<b>15 minutes</b>

### 10-minute stretch break

### Session Five: Accountability and Feedback—3:40-5:00

<b>First Activity</b> Presentation/Discussion: Accountability and Feedback	<b>30 minutes</b>
<b>Second Activity</b> Team Discussion: Learning, applications	<b>20 minutes</b>
<b>Third Activity</b> Large Group Discussion: Assessment	<b>20 minutes</b>
<b>Closing Activity</b> Six marks of a healthy Pastoral Leadership Team	<b>10 minutes</b>

### Closing worship

*Total Saturday time (excluding meals, breaks): about 7 hours*

*Total overnight retreat time (“working” time): about 9 hours*

# SESSION OUTLINES

## Session One: Change is Loss

Friday (or first evening)

7:00 - 9:00

**Introduction** *Large Group* **10 minutes**

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### ***Opening Prayers***

You may wish to read a short scripture passage, such as Romans 8:38-39 that reminds us that no change can separate us from God's love or another passage of your choosing.

For the opening prayer, you may want to use one of the prayers found on page 817 of the BCP. Use the prayer For the Parish if the conference is for one parish; or the prayer For Clergy and People (or For the Diocese) if several congregations are represented. Prayers may be read by one person or read together by the entire group.

Workshop leaders introduce themselves and welcome participants.

*Review* schedule and purpose of the event and the goals for this session:

### Purpose of this event:

- To explore the dynamics of change and develop basic skills in leading a congregation through a time of change.

### Goals of Session One: Change is Loss

- To explore how change includes an experience of loss
- To understand the grief process

**First activity: Presentation** *Group* **15 minutes**

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Ask participants to name significant changes that occur in one's life. Give time for people to list things like marriage, death of a loved one, accidents, moving to a new home or job, birth or graduation of a child, etc.

Then say the following in your own words:

“One component of change is the experience of loss. All change involves some element of loss. It can be a positive change or a negative change. In either case, you gain something and you lose something. Let’s look at a couple of examples:

- When a couple is married it is a joyous occasion. What do they gain? (Pause for answers) What do they lose? (Pause)
- When a child is born, what does the family gain? (Pause) What do they lose? (Pause)
- When an elderly, ill or incapacitated parent dies, what does the family gain? (Pause) What do they lose? (Pause)

As you can see, in each instance, whether joyous or sorrowful, the change creates both gain and loss.

When we experience loss, we go through a grief process. Elizabeth Kubler-Ross was one of the first people to identify the stages of this grief process. (Write the names of the five stages on newsprint as you discuss each one.)

## **DENIAL**

The first stage is denial. It is the initial shock one feels when one is first told that a loved one has died. “Oh, no! It can’t be true!” Denial is also what happens when the bride or groom are so wildly in love during the honeymoon and the early stages of their relationship that they can’t even imagine how they could miss anything about their prior life. Denial is what happens when the parents of a newborn are so excited about their new baby that they haven’t faced the losses created by the baby’s arrival — something that rarely goes unnoticed by an older child who instinctively knows he or she has lost their premiere standing in the family.

## **ANGER**

The second stage is anger. Once the reality of the loss becomes obvious, our basic human response is to get mad! Think about that older child who reacts to the birth of the new baby by sulking, fighting with other siblings, yelling at his/her parents perhaps even trying to harm the baby. Anger shows up in the couple’s first fights or in the struggles over settling the estate of a loved one. Anger is a natural, normal response to loss — the problem is not the emotion itself, although how we act out our anger can become problematic. What is important for us to understand is that people will naturally react to change with

anger — those who perceive that they have lost the most are most likely to react with stronger anger than those who do not feel they have lost much.

## **BARGAINING**

The third stage is bargaining. This is evident when someone is dying and a loved one essentially tries to “cut a deal” with God: *“Please God, let her live. If you do I promise to go to church every Sunday for the rest of my life!”* When we realize we have lost something we love or are about to lose it, when we’ve expressed our anger we usually want to make one last attempt at getting back what we lost. So we negotiate. We argue. We try to find a way to avoid the loss or at least mitigate it.

## **DEPRESSION**

Once it is clear that the loss is inevitable and irreversible, we fall into depression. The older sibling becomes withdrawn and sullen. The widower stay home a lot — he simply does not have the energy to get up and has no desire to get out of the house. Loss of energy, loss of enthusiasm, feelings of apathy or withdrawal are all ways we express our sense of loss. Again, this is a normal and natural reaction.

## **ACCEPTANCE**

The final stage is acceptance. This stage does not mean that we no longer miss the loved one who died or wishes we still had the freedom to come and go as we please without taking another person into consideration. It simply means that we accept the changed state as the current reality and we adjust to it. Adjustment means being able to live life without being angry; no longer trying to negotiate with God or others to try to make the change disappear; and having renewed energy for life. The widow may start dating and even get married again. The older sibling begins to play with the baby. The newlyweds become an established couple and build a life around other couples.

## **About the stages**

It is important to point out that one does not go through these stages, one after another, in a neat and orderly fashion. They can appear in a different order and you tend to loop back through them over and over again with lessening intensity over time. Some people spend very little time in one stage and a long time in another. Some people move through them more quickly than others — although the average grief process takes about two years. The purpose for reviewing these stages is to make us aware of the dynamics of change so we are not surprised by them and that we do not assume that there

is something wrong with us or others when they experience these stages of grief. All change is loss and grief is a normal response to loss.....

## **Second activity: Pilgrimage Experience Group 60 minutes**

Do a quick (5 min or less) overview of what is going to happen and then spend about 12-15 minutes in each of the first four rooms, leaving a minute or two to move to the next room.

**Overview:** Our parish has experienced a change which has resulted in a loss. Name the change and talk about the losses that are inherent in that change. We are now going to take a journey together, exploring these stages of grief and how they have impacted us or how they might impact us in the future. We have set up five rooms (or areas) where we can explore each stage.

We understand that to enter these rooms is certainly not a complete experience of these emotions, but it is a way to acknowledge the process in which we find ourselves. I invite you to come with us on this journey so that together we might better understand what this change means to us.

### **Move to the first room: marked with a sign reading “DENIAL”**

Set up this room to help the group name the denial behaviors they have observed in themselves or others. Here are some suggestions:

Post newsprint on one wall on which you have written with word DENIAL and words, phrases, scripture passages, articles, etc. related to your parish's change situation. Leave lots of white space everywhere.

- Place cards you have prepared ahead of time (drawings or cut outs from magazines) on a table in the center that depict various roles in the congregation (nay-sayer, traditionalist, wild guy, musician, etc.) Encourage group members to choose a card that represents a role they will take on — it can be someone they observed, someone they imagine or themselves. Have them express denial through that character.
- After several minutes in which everyone has been able to express denial through their character, invite group members to add their words of wisdom to the newsprint (from themselves, not the character). What would they say about denial – as they experienced it in your parish or as they anticipate it might play out (if the change is planned or anticipated but has not yet happened)?
- Close this experience with a poem, prayer, song, etc.

### **Move to the second room: marked with a sign reading “ANGER”**

Set up this room to help people identify anger in themselves and others and perhaps even express anger. Suggestions:

Post another piece of newsprint with the title: ANGER and items to focus people’s attention on anger.

Invite participants to identify times in the Bible when people were angry with others or God.

- Find an angry Psalm and have the entire group read it aloud in an angry voice
- Set the stage and read Jonah 4:1-3 or read a longer portion of that story
- Develop a skit, find a story, invite someone with acting skills to read the rails against God or express anger clearly
- Have a blow-up character available design for people to hit (he bobs back up) or other ways people can express anger physically in a safe way (gauge this according to your group’s likely comfort with this type of expression)
- Play music that expresses anger while you invite people to journal, note their anger, etc. on the newsprint or to draw pictures or use other art medium.

Give people about 15 minutes in this room and then invite them to move to the next room as they are ready to do so.

### **Move to the third room: marked with a sign reading “BARGAINING”**

Set up this room to enable people to identify and name the ways in which they and others in the congregation are bargaining with God and/or each other and/or the church, etc. Suggestions:

Post newsprint as before

- Find or write a skit that illustrates bargaining — perhaps in a way that introduces humor
- Read Gen. 18:20-33 (Abraham bargains with God) or get someone to do monologue/dialogue
- Invite people to write bargains they’ve made or heard on the newsprint
- Depending on the circumstances, create a role play in which participants can bargain with each other. Start with two or three people and allow others to “trade places” with them to continue the negotiations.
- Find a way to conclude the time in this room that says “NO, the change will or has happened. Bargaining will not change that reality!” Let that “NO” drop into silence and in silence lead the group into the next room.