



# SIX TACTICS OF CHANGE

7/17/2018

Leading Change

In all the world, there are only three  
Christians who love change.  
None of them are in your church.

*Unknown*

OF COURSE WE WANT  
OUR CHURCH TO GROW-  
**WE JUST  
DON'T WANT  
TO CHANGE**



# “The Law of the Buffalo Bridle”

4

“You can use a bridle to make a buffalo go just about anywhere... as long as (s)he already wants to go there.”



# Parishes Can Change/Adapt

*Excerpt from Parish Warden Report*

5

“Today we think and act differently as a parish community.

No longer are we **focusing on our existence** as a parish, but instead on **what kind of a parish we should be.**

Father \_\_\_\_\_ made the observation that we **no longer spend a day selling cookies** to help our finances but **now spend two days to provide a weeks worth of groceries** and gifts to over 200 families.

We now think less in terms of what we have accomplished but instead are thinking of how much more we can do. Can we support food efforts for 300 families, 400 families or more?”

*The parish grew by 22 persons over four years.*

# Think of a Past Change...or attempt

*Home...Church...Work*

6

- What was it?
- Good or bad? Or both?
- Drivers. Why?
- Obstacles?
- What made it happen ... or not

**“There are only two catalysts for change: Crisis and Vision.”**

*--Unknown*

# Causes of Unsuccessful Change

*What Past Groups Have Found*

7

*“Umm... I can’t remember an example where we tried to change!”*

1. “It’s those other guys”
2. **“Jumped to soon to action”**
3. **“Didn’t work on motivation”**
4. “No follow through –planned it... then we forgot it”
5. “Didn’t have a committed group”
6. “Poor communication”
7. “We misread attitudes”
8. “Not enough discussion” or “Too much discussion”
9. “Efforts to persuade did not allow free choice”
10. “1 negative person sunk the ship”

# Six Tactics of Change

1. Starts with YOU
2. Core Group
3. Face Facts
4. Assess/Focus
5. Understand the “Force”
6. Commit & Communicate

# 1. It Starts with YOU

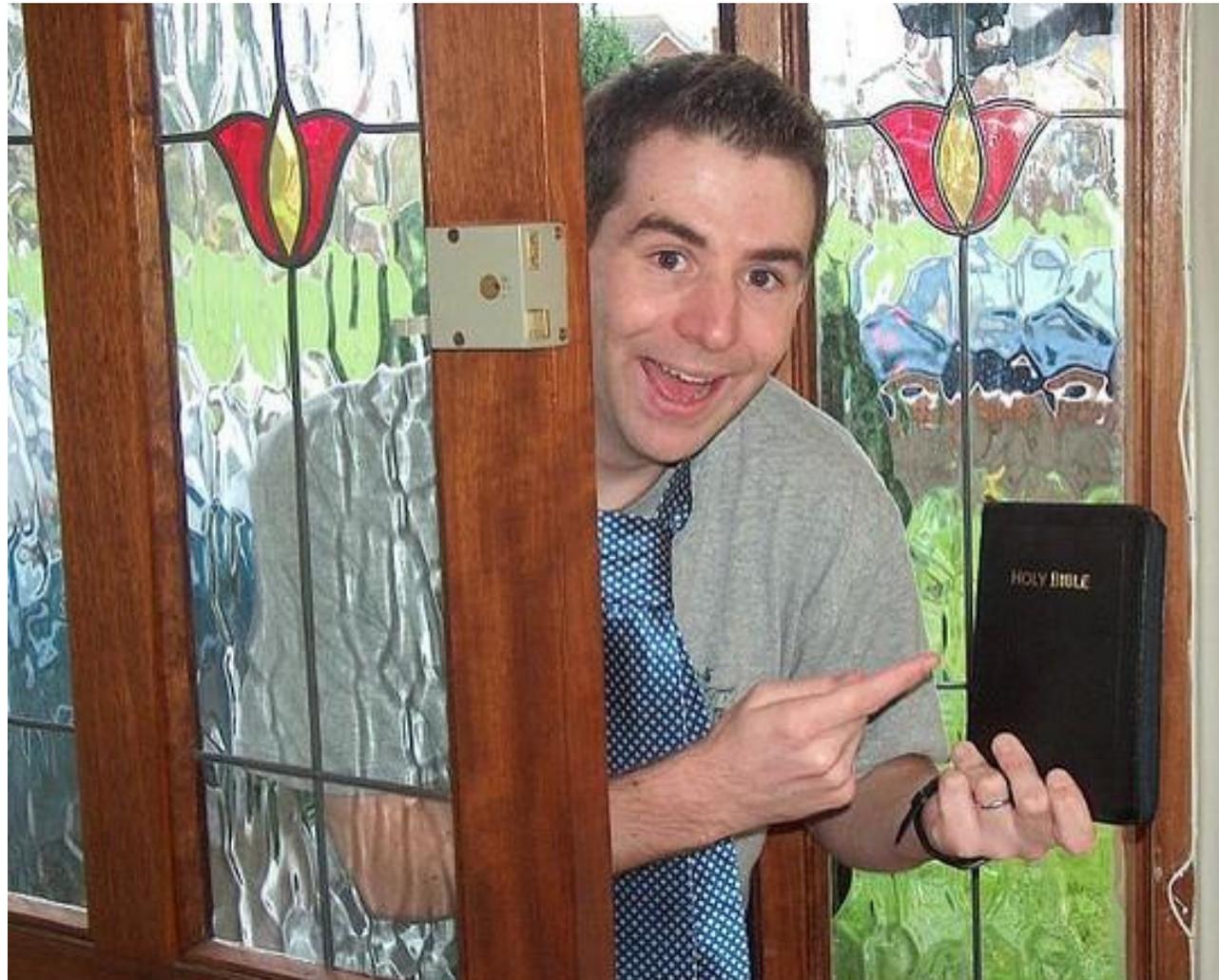
9

## What are *you* unwilling to do?

- Come to Vespers?
- Come to church more often?
- Give additional \$
- Participate in something new?
- Move over?
- Invest in understanding your faith?
- Ask others for a commitment to X?
- Improve sermons?
- Communicate differently?
- Trust more?

# We'll assume this is at top of everyone's list!

10



## 2. “Guiding Coalition” -- Committed Core Group

11

- Change is a team sport
- A few people can make a difference
- Respected, trusted, diverse
- “Not gonna take it” - motivated leaders



# Ask Good Questions

## *Core Group*

12

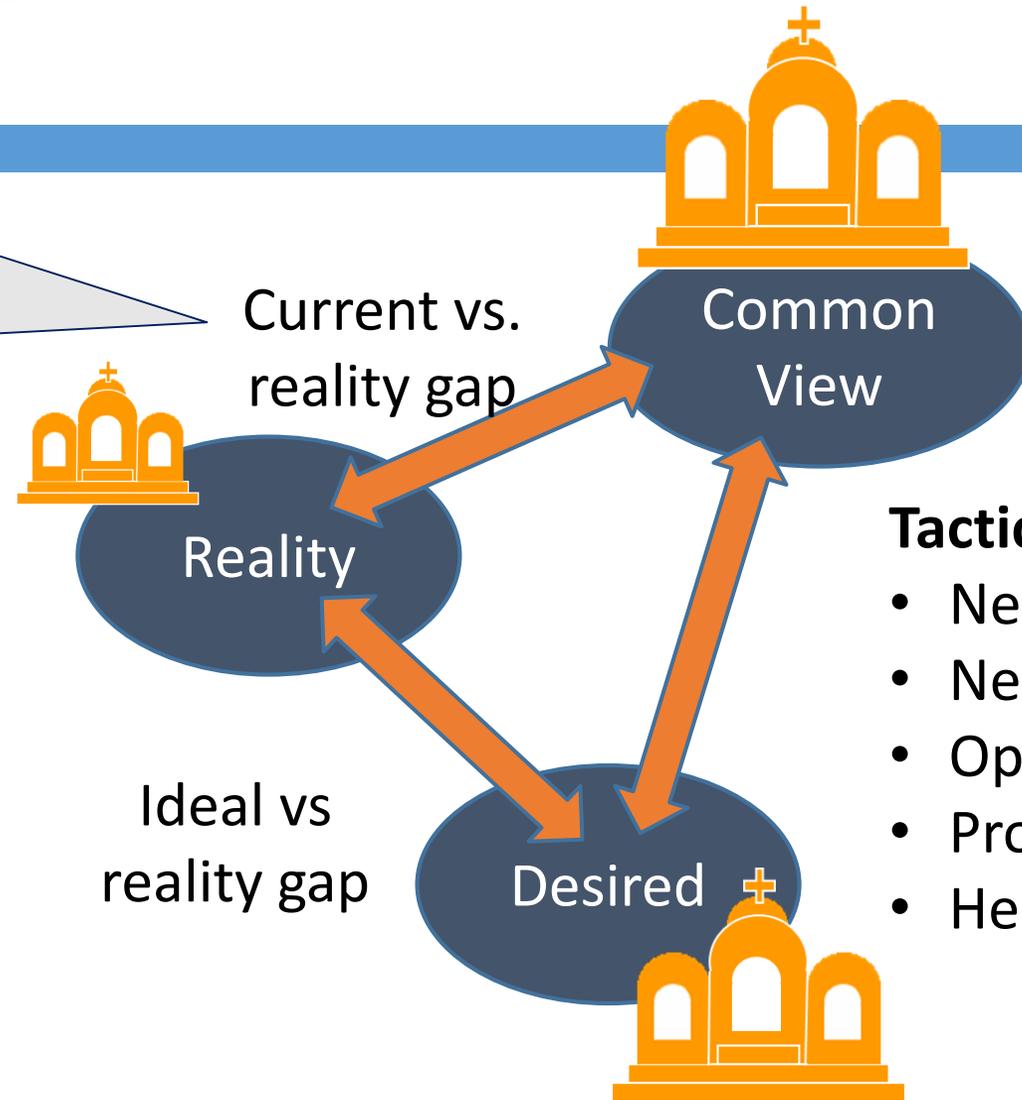
- What is the purpose of this parish?
- How long do we want our parish to live?
- What do we value in this parish?  
Individually? Collectively? Reflected in our behaviors?
- Who “owns” this parish?
- Do we want our parish to grow? Why?
- Are we satisfied?
- Do we need to change? Can we conceive of parish in new ways?
- What changes in practices has our parish made recently? What holds us back?
- Is Mastering the Gospel, knowing God and bringing others to him a priority of our parish?
- Does our parish “outshine the best that unbelief can offer?”
- Can persons believe that Christians have good news to share if we are not keen to pass it on?
- Are we truly open and welcoming of anyone in our parish? In what ways “Yes”? “No”?
- Is generosity a core value of a Christian?
- What happens if we do nothing? Best? Worst?

# Identify Gaps

*Core Group*

13

Discovering gaps can create discomfort which motivates parish to close the gap



Change will not happen without people perceiving a gap.

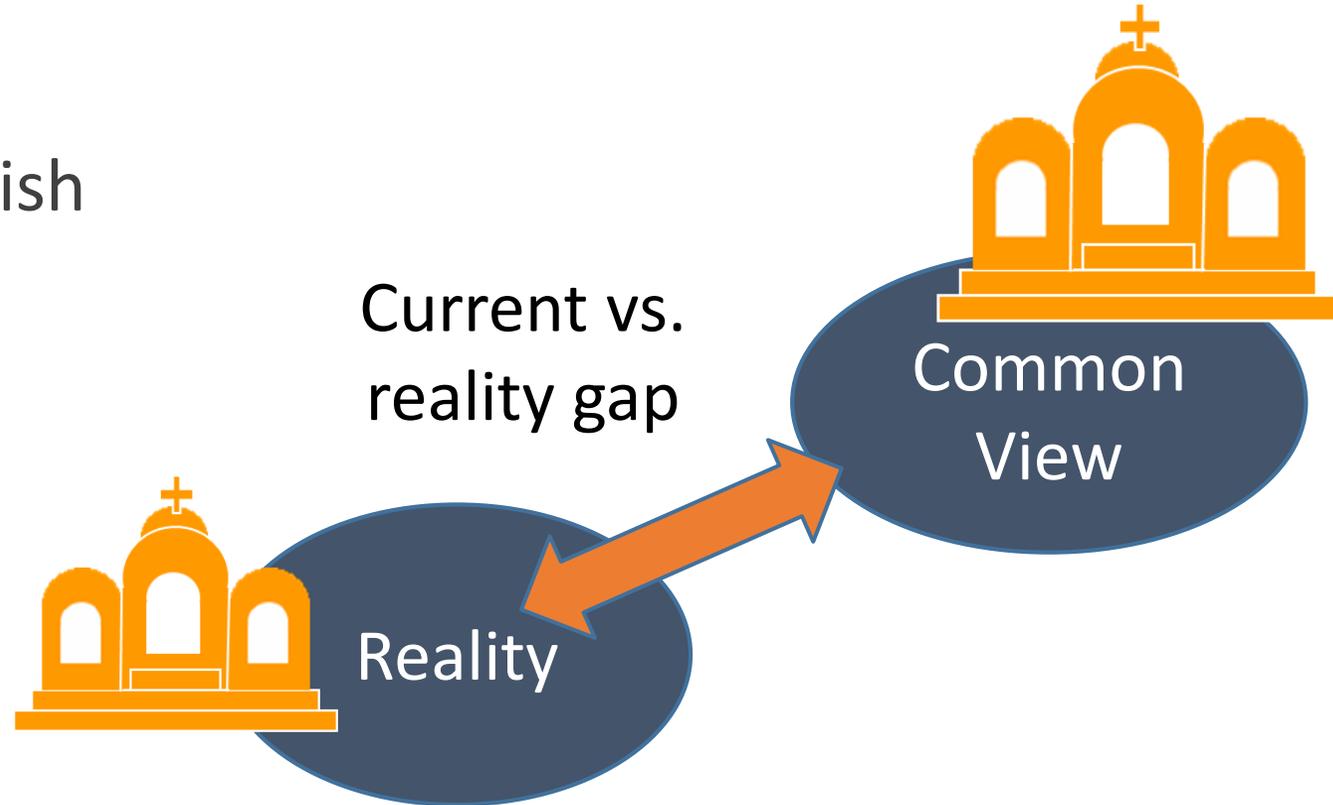
## Tactics

- New info
- New experiences
- Opportunities to rethink belief
- Provide contrary evidence
- Hear from an influential person

# 3. Face Facts

14

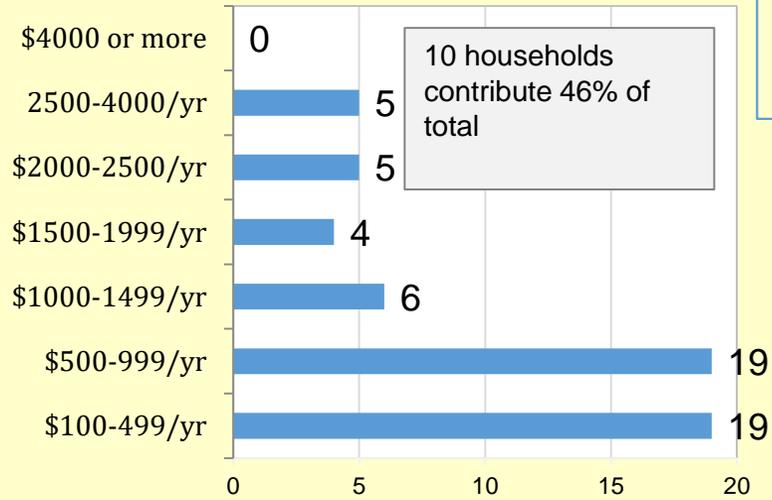
- Collect actual data
- Share it with the parish



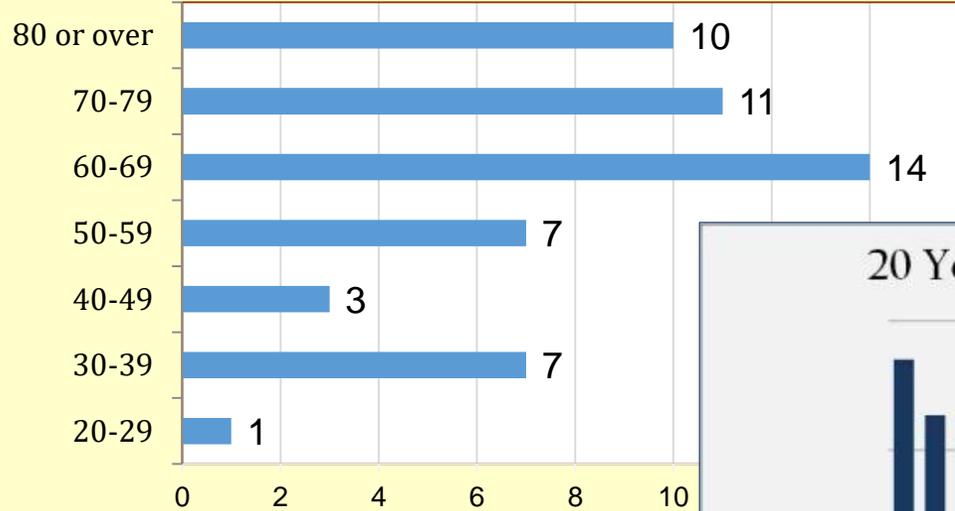
# Face Facts

## Annual Donations: 53 Households

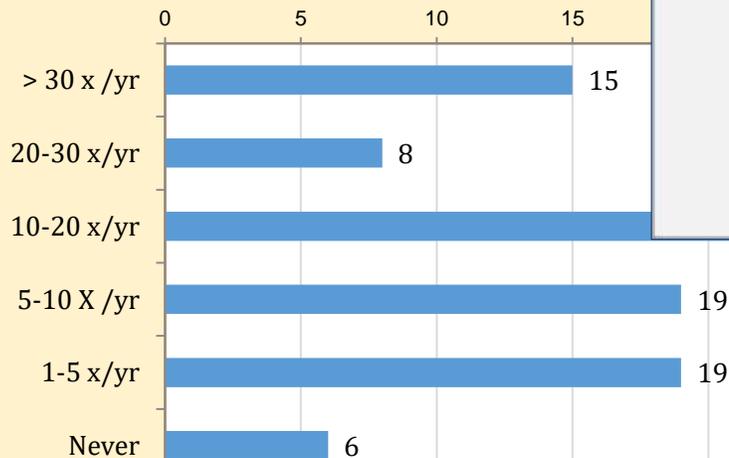
# Households in Each Category  
Median ~\$800/yr



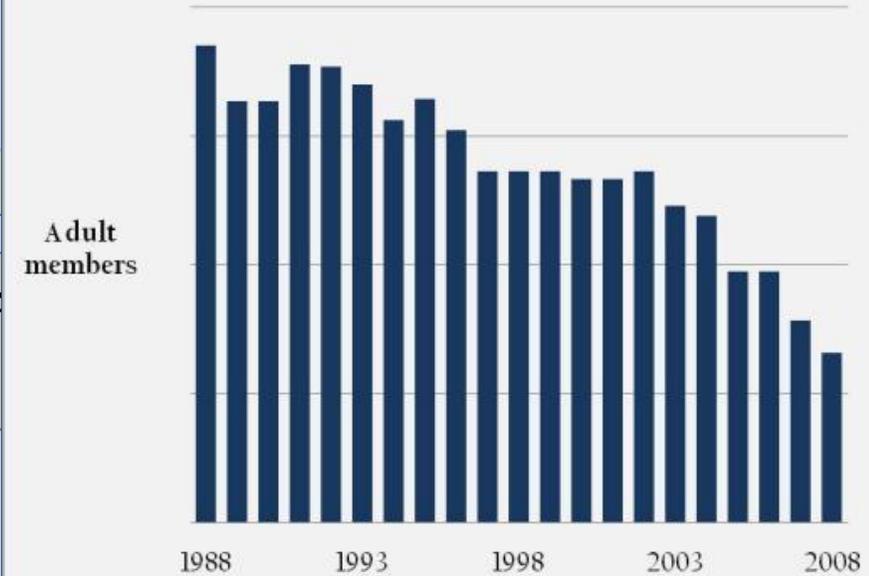
## Member Age Breakdown- Median Age: Approx. 66



## Non- Sunday Attendance Median ~ 10x/yr.



## 20 Year Membership History

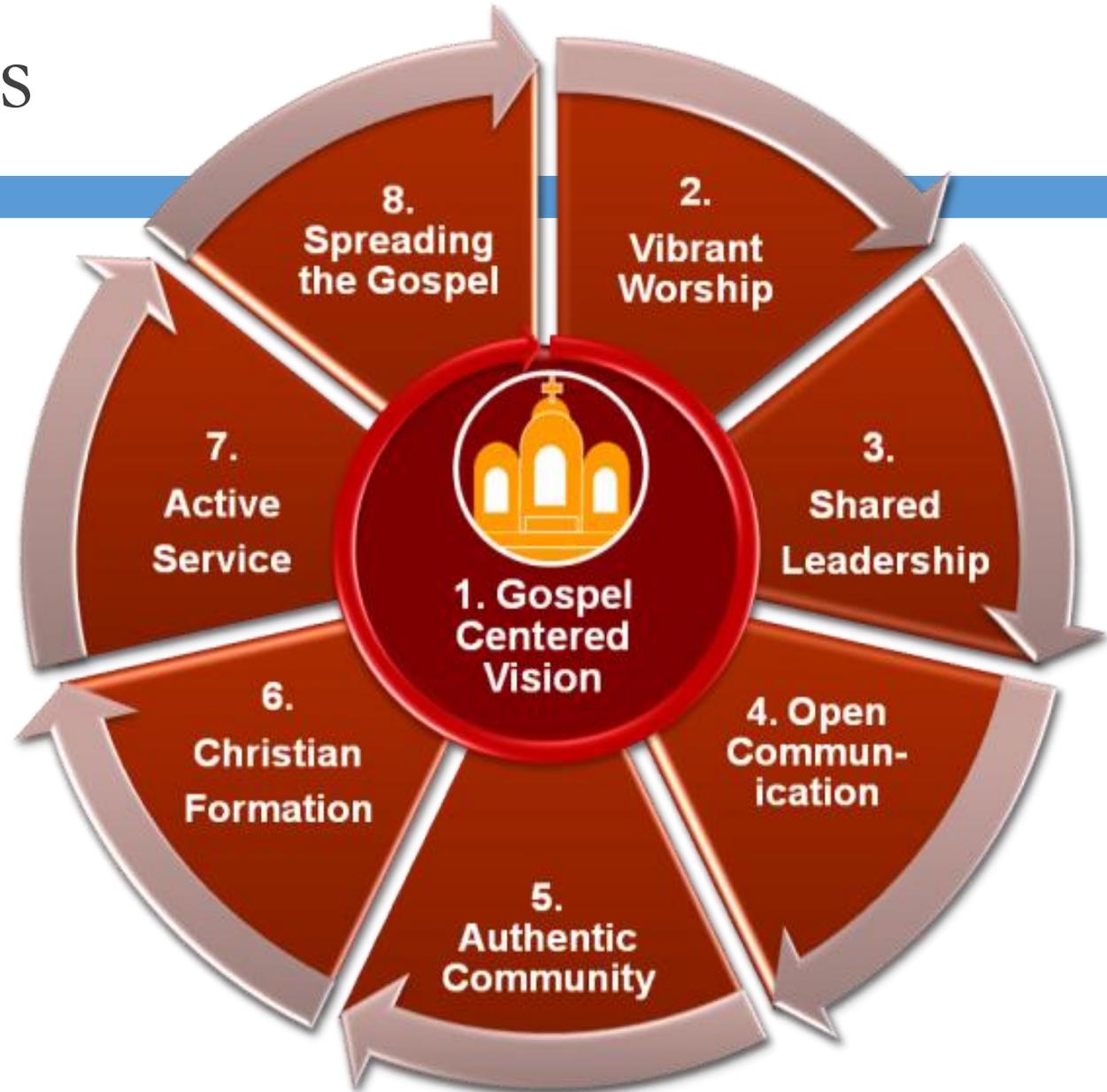


# 4. Assess >> Focus

16

- Use a model

## Parish Health Inventory



## **Gospel Centered Vision**

A healthy parish clearly understands that its reason for existence is to serve the Living God and to share its love of God with others. This vision provides a foundation for how it behaves, how it presents itself to its neighbors and what it truly values. The vision is based on a realistic context that integrates its past, its assets, strengths, limitations and environment.

## **Vibrant Worship**

Building on the vision of the Gospel, healthy parish communities remember that the fundamental purpose of liturgical services is to worship God. The community strives to please God, not themselves -- and to consistently offer their best through worship that is holy, joyous, peaceful, thankful and enlivening.

## **Shared Leadership**

Healthy parishes craft administrative structures that are appropriate to the size and vision of the community. Ministries are defined, funded and equipped. Parish lay leaders see themselves as stewards of a Christian community collaborating with the rector to build health and vibrancy of the parish. They are NOT the parish business managers, trustees, owners, disinterested commentators and/or critics.

## **Open Communication**

Putting a collaborative leadership structure into action requires an ability to effectively communicate as a body. To do so healthy communities work to establish a clear competency for consensus and dialogue, listening, and an ability to humbly speak the truth to one another. They seek and integrate multiple perspectives and marginal views. Then they consistently reinforce communication by appropriately harnessing multiple forms of spoken, written, visual and electronic communications forms.

## **Authentic Community**

Enabled by an ability to dialogue openly, healthy parishes work hard to establish a culture where their identity as Orthodox Christians is lived out in such a manner that anyone who enters can see the hallmarks of Christian community: love, selfless giving, mutual encouragement, forgiveness, kindness, patience, hospitality and compassion. Christ can be recognized in their midst. People linger, smile and laugh. Healthy parishes think through assimilation paths for new members -- they make room. They see themselves not as independent congregations but as interdependent with other Orthodox communities.

## **Active Service**

Clergy offer consistent endorsement to members as they discern how they can best contribute to the community. Members are regularly, actively encouraged to discover their gifts and to use them for God's glory. An appropriate set of internally and externally focused ministries provide ample opportunity for people to put these gifts and talents to work

## **Christian Formation**

Supported by an appropriately comprehensive parish wide education effort, vibrant parish communities develop a commitment to lifelong learning and personal spiritual growth and change. Educational efforts are informational, formational and transformational - incorporating self study, experience events and mentoring in addition to books and classes. There is a clear focus on understanding and applying Orthodox spirituality. Stewardship is taught in the particular context of gratitude and generosity and love of neighbor.

## **Spread the Gospel**

Healthy parishes do not see themselves as a closed community --keeping the Good News as "our little secret". They consistently work to shine their light to the community in which they reside with an evangelistic intent not primarily centered on numerical growth but a desire that others will be brought to Christ. The parish does not wait to get everything right on the inside before reaching out -- but consistently works to make things right on the inside while they reach out.

# 5. Understand the “Force” (Field)

19



# External Drivers of Change (Propellers)

## *5. Force Field*

20

- Local environment
  - ▣ Other churches
  - ▣ Neighborhood
- Changing Society – Awareness of environment
  - ▣ “About me”/ Millennials
  - ▣ SBNR -- Declining Perceptions of God and “Religion”
  - ▣ General secularization

# Internal Drivers of Change (Propellers)

## 5. Force Field

21

- Desire for excellence – best we can be
- Needs of newbies
- Parish catastrophe
- Its not working- Parish Decline and its attendant factors –money etc.
- Smelling the coffee –view of gallows
- Love of Christ – sense of mission
- Love of parish/inheritance
- Realize past is gone
- Glimpse of something better
- “Not gonna take it” -*motivated leaders*
- New questions/conversation “*Why can’t we...*”
- New arrivals/ new ideas
- An external change (neighborhood etc.)
- Catastrophe (exemplary faith in face of adversity)

# Resisters of Change (Anchors)

## 5. Force Field

22

- Naturally tend toward stability
- Orthodoxy settled; not oriented to new ideas.
- “Intentionality” not our strength
- Aging parish; Stuck in past
- Self interest; Lack of trust
- Gatekeepers
- Fear uncertainty
- “Just hang on ‘til I die”
- Effort focused elsewhere; I’m busy
- Sympathy – prefer ‘struggling parish’
- DKWYDK -(Don’t know what you don’t know)
- Old assumptions

# Example: Stewardship Transition

## *5. Force Field*

23

- Your parish operates on the dues principle.
- Parish leaders decided to transition to a pledge based stewardship methodology.
- As a group identify the “force field” (drivers and obstacles/resisting forces) of this change.

# Before After Example:

*“Improve Financial Stewardship” Goal*

24

## Before

- ❑ Dues plus modest donations
- ❑ 85% < \$1000 K /year
- ❑ 25% of budget from fund raising
- ❑ Continually ask; Little response
- ❑ Look for things to sell; “help us help us”
- ❑ Cut budget >> Sense of scarcity

## After

- ❑ No dues/minimum
- ❑ Broader view of membership
- ❑ 25% above \$2500/yr.
- ❑ Increase % of budget toward charity
- ❑ Decrease fund raising as % of budget.

# Stewardship Example

## 5. Force Field

25

### Attitudes that drive us forward ?

- Dire need
- Sense of future
- We have an opportunity to do this right.
- Love of God
- Sense of gratitude
- Want parish cared for
- Opportunities for ministry need \$
- New people expect this.
- 'Not available for fund raising'

### Attitudes that hold us back?

- Habit
- Fear lost dues \$
- Don't understand stewardship
- Lack trust - God will provide
- "Church spends too much"
- Secret ploy by priest to get more \$
- 'Bad investment'; 'prolonging inevitable'
- "We're getting by" (real or imagined)
- OD'd on \$; numerous special collections;
- Negative reaction to asking
- "I give my time"
- Small vocal opposition

# EXAMPLE! – ILLUSTRATING STEWARDSHIP METHOD CHANGE

<p><b>A. Challenge/ Problem</b> Serious shortage of \$ to operate parish</p>	<p><b>B. BEFORE --What we do today... and how we respond to it:</b> What we do today..</p> <ul style="list-style-type: none"> <li>• Dues plus modest donations</li> <li>• 85% &lt; \$1000 K /year</li> <li>• 25% of budget from fund raising</li> <li>• Continually ask; Little response</li> <li>• Look for things to sell; “help us help us”</li> <li>• Cut budget &gt;&gt; Sense of scarcity</li> </ul>	<p><b>C. AFTER -- Target Outcomes</b> How would we like to be as a community in the future</p> <ul style="list-style-type: none"> <li>• No dues/minimum</li> <li>• Broader view of membership</li> <li>• 25% above \$2500/yr</li> <li>• Increase % of budget toward charity</li> <li>• Decrease fund raising as % of budget</li> </ul>
<p><b>D. Goal</b> Have 100% of parish budget funded by donations – July 2020</p>	<p><b>F. Attitude Force Field</b></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p><b>Attitudes that drive us forward ?</b> Dire need • Sense of future • We have an opportunity to do this right. • Love of God • Want parish cared for • Opportunities for ministry need \$ • New people expect this. • ‘Not available for fund raising’</p> </div> <div style="text-align: center;">  <p><b>Attitudes that hold us back?</b> Habit” • Fear lost dues \$ • Don’t understand stewardship • Lack trust - God will provide • “Church spends too much” • Secret ploy by priest to get more \$ • ‘Bad investment’; ‘prolonging the inevitable’ • “We’re getting by” (real or imagined) • Incessant special collections; OD’d on \$ • Fear negative reaction to asking; • “I give my time” • Small vocal opposition</p> </div> </div>	
<p><b>G. Capability belief</b></p> <ul style="list-style-type: none"> <li>• Our people don’t have \$</li> <li>• Orthodox people not well off</li> <li>• Current system too ingrained; impossible to change</li> </ul>	<p><b>H. Context beliefs</b></p> <ul style="list-style-type: none"> <li>• Awful Economy</li> <li>• Depressed region</li> </ul>	<p><b>I. Short Term Wins</b></p> <ul style="list-style-type: none"> <li>• Attendance at parish stewardship small group info sessions</li> <li>• Get parish council to buy, pledge first &amp; make meaningful increases in giving. In</li> <li>• Increase use of fund raising for charity</li> </ul>

# 6. Commit and Communicate

27

- Explain the Change/Communicate
  - ▣ “Clear picture of where we’re going.”
  - ▣ “What’s the worst thing”
  - ▣ Explain benefits of change; WIIFM
  - ▣ Debunk fear of unknown
  - ▣ Name it frame it
- Reinforce Urgency
  - ▣ Smell the coffee – “view of gallows”
  - ▣ Realize past is gone

“People need to be reminded more than they need to be instructed”

*C.S. Lewis*

“Gentle pressure applied relentlessly”

*Orthodox Priest*

# Other Tactics of Change

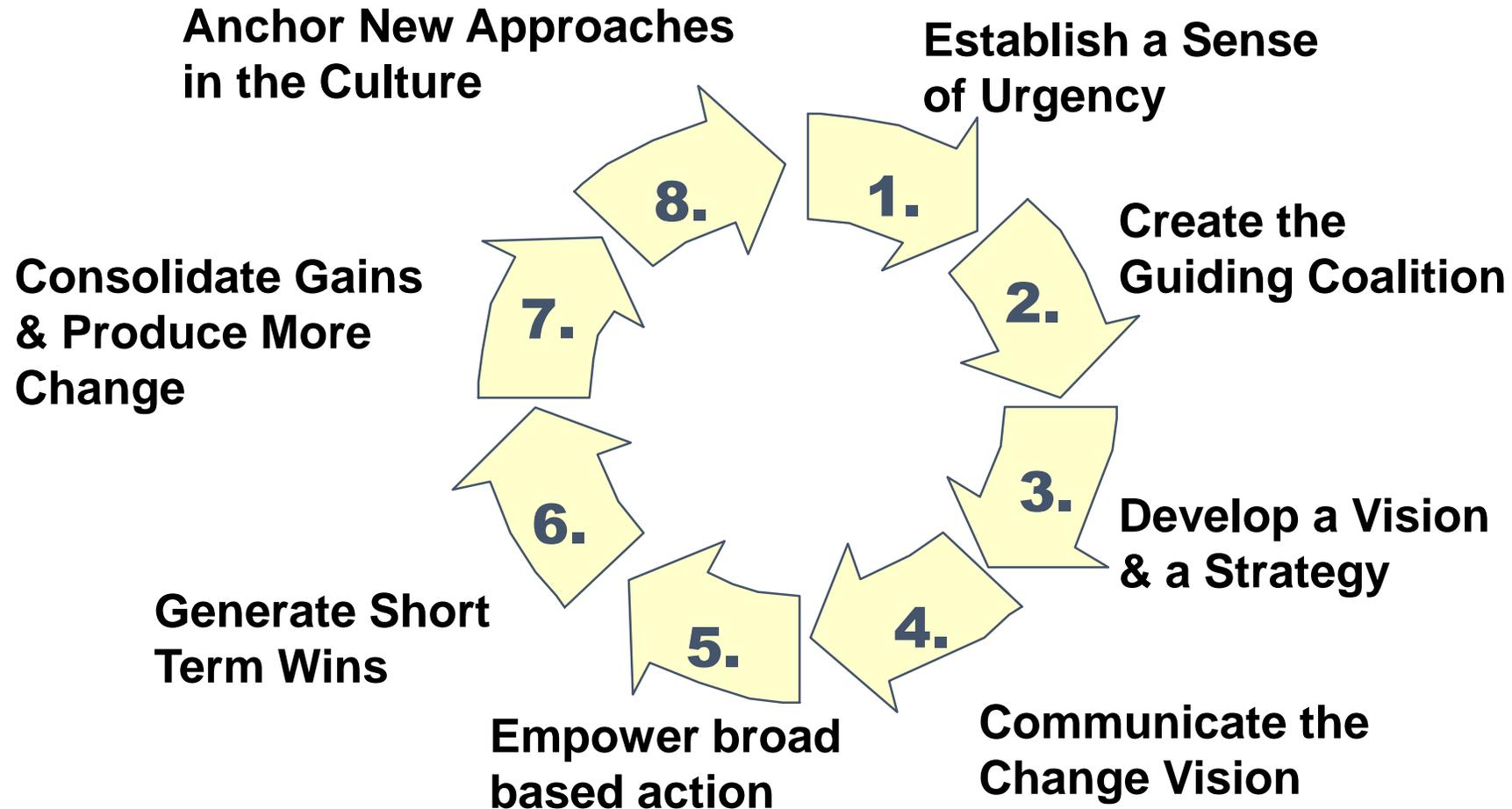
28

- Understand early adopters
- Raise the bar
- Bust up gatekeepers
- Heart and head
- Benchmarking -- Glimpse of something better
- Harness New arrivals/ new ideas
- Call attention to an external change (neighborhood etc.)
- Readiness for change survey
- Stop it video.

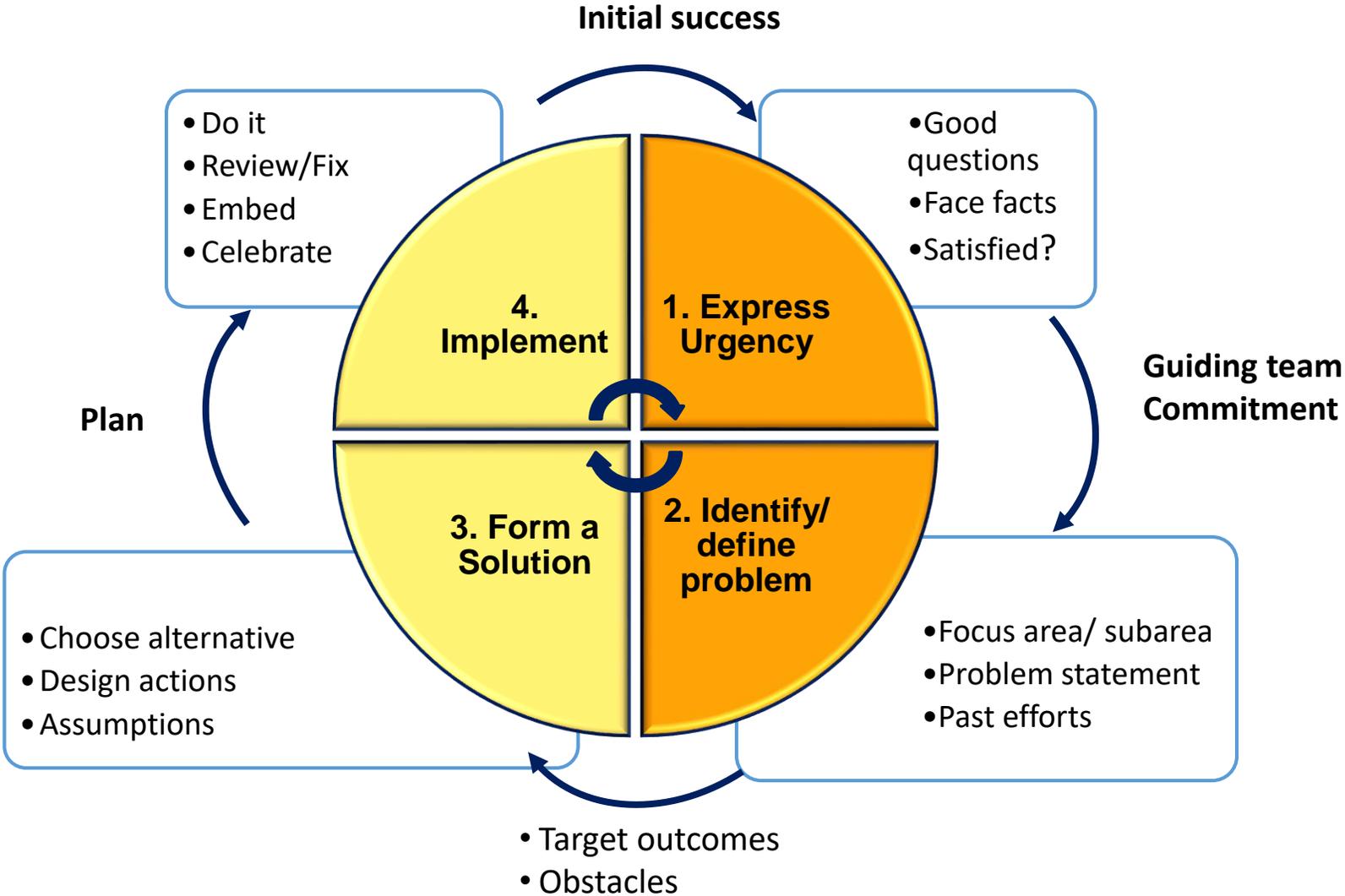
# Eight Stage Change Process

*from "Leading Change" by John Kotter*

29



# Four Step Approach



31

Thank You