



CHRIST-CENTERED LEADERSHIP

Course Three: Leading Change in the Church

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Session 1 – Dynamics of Change

Watch the Video (18:33)

Course Overview

Dynamics of Change

Effects of Change ...

Change Strategies

Dynamics of Change

Isaiah 42:9

2 Corinthians 5:17

Malachi 3:6

Producing change is ...

After the Video – Reflection Questions

1. Read back through each Scripture verse mentioned in this lesson. What role do you see God playing in the process of change? How has your experience with change been?
2. Are you more a manager or leader? What role do you see each playing the process of change? Who fills those roles in your local church?

Leadership is primarily about change. Management is primarily about stability.

Session 2 – Historical and Cultural Perspectives

Watch the Video (19:29)

Historical Perspective

Change begins in the mind.

Key concept: All living systems must change in order to grow.

Theory of Disequilibrium

Deadly Flaws of Secular Thinking on Change

After the Video – Reflection Questions

1. What is your personal attitude toward change? Recall some of the major events that brought change to your life. How did they affect you?
2. How have you seen corporate models of change implemented in your church? What effect has that had on your church? As a leader how will you implement a biblical model of change?

Session 3 – Effects of Change on People

Before the Video - Reflection Question

What is the most significant change you have experienced in the last 10 years?

How did you feel when you were going through this change?

Watch the Video (18:27)

Change for change sake

Greater significance of change leads to greater experience of loss.

Change requires loss/death.

Cycle of Change

1. Denial
2. Fear
3. Anger
4. Sadness
5. Acceptance

Jannsen's Model of Change

After the Video – Reflection Questions

1. Reflect on a change situation where some of these emotions have been expressed. What was that like?
2. As a leader trying to promote change, how do you plan to walk with others through the cycle of change?

Session 4 – Coping with Change

Watch the video (7:20).

Strategies for Coping with Change

Reflection Questions

1. Do you find the cycle of change helpful in dealing with the change that you have faced or are currently facing? Is there one stage that has been especially difficult for you to get through?
2. What do you think about Rick's suggested strategies for coping with change? What other things have you found helpful when dealing with change?

Session 5 – Case Study: Johnson's Shoes

Watch the video (12:00).

A Case Study

Johnson's Shoes was a family company based in Boise, Idaho over the last 90 years. The company had been very successful throughout its history and had risen to become one of the best-known shoe manufacturing companies in the US. Johnson's had also been making headway in the European markets in the 1990s.

Patrick Johnson was the company's current CEO. He had taken over the business from his father George, who had also taken over from his father and so on from the beginning of the company some 90 years earlier. Patrick had been quite successful in the early days of his leadership but the company began to face stiff competition from some of the emerging offshore shoe manufacturers. Changes in the global economy were having a dynamic, negative effect on the fortunes of Johnson's Shoes. Before long, it became obvious that the company was under serious financial threat, and that the future looked bleak.

Patrick considered the future and realized that only a successful merger could save the company. There had been one or two companies looking to take over Johnson's Shoes in the past and Johnson's had managed to avoid any such merger. However, in the light of the common current cash flow crisis, Patrick Johnson realized he must give in, and they must merge with one of the highest bidders from the past. Patrick accepted the terms of a merger, which included the fact that Patrick would remain as CEO but that the board would be replaced with the board from the new company.

At first there was a great deal more energy in the new company and Patrick, though struggling to find his way, enjoyed the new challenges that the company offered even though it was no longer like the old days. Nevertheless, he was making the best of it until the next set of financial figures came in.

It was obvious to the new board that the current strategy would mean that even though they had had a positive merger, they would not survive the current climate. The board met together, and the new plan came into being. First of all, changes would be made at the leadership level. The board decided that Patrick was not the man to be the CEO if the new company was to become 'the shoe store of the future.' Patrick was given a new role and asked to become 'product consultant,' in view of his long experience with the

product. A new CEO was brought into the company from the outside, someone who had a track record of turning businesses around.

There were some additional revolutionary plans in the strategy of the company. The board decided that the company would 'stop manufacturing shoes', a process that had been going on for 90 years. Instead, they would now 'buy the product' from the emerging countries around the world realizing that competition was difficult and that they could not compete 'price for product' at the same level. It was decided that if this new strategy were to be implemented, a new company name would be needed to meet the demands of the day. The board decided to re-name the company. The name would no longer be Johnson's Shoes; they would now be known as Shoes Direct. This would of course mean that there would be staff layoffs, and that portions of the building would be sold off since manufacturing space would no longer be required by the new shape of the company.

Patrick found the changes very difficult to accept. He had never considered himself to be anything other than the boss, like his father and grandfather and great-grandfather before that. Due to circumstances that were beyond his control, he had been reduced to the position of product consultant. The new board had instituted a sales director and a purchasing director, both of whom reviewed the products that would be bought and sold by the company, with only the occasional reference to Patrick in terms of quality.

Patrick seriously considered leaving the company and the industry altogether. He reviewed the future and realized that as a man of 57 years of age, this perhaps would not be a good time to start a new career. So he decided to settle for what was a respectable salary, and quietly set out to put in his time until retirement.

Reflection Questions:

1. Discuss the range of feelings that Patrick may have experienced on his journey to his new role of product consultant.
2. What actions could the board have taken to minimize the negative impact upon Patrick that these changes may have introduced?

Session 6 – Helping Others Cope with Change

Watch the video (12:28).

Reaction to Change

Helping Others Cope with Change

Reflection Questions

1. How would you deal with the situation mentioned in the session about the youth pastor who left abruptly? How do provide as many details as possible without sharing too much?
2. As a leader in the church, think through how you would help people deal with change. How do you “reward” those who are doing things right.

Session 7 – Effects of Change on the Church

Watch the video (12:40)

Effects of Change on the Church

Change – one of the greatest challenges facing church leaders today!

Nature of Change

Reflection Questions

1. How do I help the church to face 21st century challenges?
2. How do implement necessary changes without hurting others, or myself?
3. Is it possible to take a congregation through significant change without losing anyone?
4. Can I lead in change when I am personally threatened by it?

Session 8 – Change Theory

Watch the Video (17:48)

The Impact of Change

Change Theory

Old State:

Unfreeze:

Change:

Refreeze:

New State:

20th Century Rational Change Process Model

Problem - Bounded Rationality

Change Amidst Chaos

Reflection Questions

1. How do you get people on your team or in your church to become aware of the need for change when the bias is so strong to remain in the “old state?” How will you know when people are ready for change and ready to be “refrozen?”
2. What are some practical ways that the leader can provide meaning (values, beliefs, preferred future) in order to lead in the midst of chaos? Can you think of examples where this has been done well? And not so well?

The primary role of the leader is to provide meaning.

Session 9 – Change Happens When ...

Watch the video (21:51).

Change happens in the church when ...

Eight Steps for Leading Effective Change

The Road Ahead ...

1) Establish a sense of urgency ...

S.W.O.T. Analysis - Strengths, Weaknesses, Opportunities, and Threats

Reflection Questions

1. What have you seen in churches that is critical for effective change to take place? What are the beliefs, values, or actions that should be present?
2. Perform a S.W.O.T. analysis on your current team or church. What are you doing well? What are you not doing well? Is there anything going on that may benefit you? Is there anything going on that may harm you?

Resources are flexible; processes are not.

Additional Resources

Humilitas: A Lost Key to Life, Love and Leadership, John Dickson, Zondervan, 2011

Session 10 – Change That Glorifies God

Watch the video (14:29).

1) Establish a sense of urgency ...

How do we know if change is appropriate?

- 1) Is this an idol?
- 2) Is my heart running the show?
- 3) Have we really counted the cost?

Change that glorifies God:

- 1) Strengthens the church's witness.
- 2) Draws greater attention to the Gospel, particularly the Cross.
- 3) Is attractive to unbelieving onlookers.
- 4) Leads to greater unity.

Reflection Questions

1. Think back through a specific change situation you have recently experienced. How would you answer the three questions on the appropriateness of the change? Was it an idol? Was your heart running the show? Did you count the cost? How would you do things differently the next time?
2. What do you think about the four characteristics of change that glorifies God? Has your church been one that has run with only one or two of those characteristics? How do you ensure that all four are active in your church?

Session 11 – Force Field Analysis

Watch the video (16:52).

1) Establish a sense of urgency ...

Organizations have a bias against change.

Types of Power in the Church

Steps in the Force Field Analysis – Is this group ready to move?

- Define desired future state.
- Identify driving and restraining forces (stakeholders, internal systems, external environment).
- Assess strength of driving and restraining forces.
- Predict which interventions will reduce (or remove) restraining forces.

Reflection Questions

1. In what ways have you seen your group or church resist change? What things and/or people in your church tend to promote stability or a bias against change?
2. What types of power are the most prevalent in your context? How would you determine if your church is ready for change?

He holds to the norm and releases the form.

Session 12 – Life Cycles

Watch the video (13:44).

1) Establish a sense of urgency ...

When organizations need change the most is when they are most resistant to change.

Ichak Adizes: The life cycle determines the type of leader a church will choose.

“Change or Die” (Download the article from the lecture page.)

Negative motivation does not change peoples behavior.

Reflection Questions

1. How do we overcome an organization’s propensity to perpetuate itself and resist change?
What stage of the life cycle is your current church or organization? How would you create a sense of urgency in your church?
2. Is your church or organization more concerned about dying or what the world will lose if it no longer exists? How can we refocus a church that has lost its sense of mission?

Session 13 – Unfreeze and Change

Watch the video (21:31).

2) Create a guiding coalition ...

3) Identify the future state and develop a strategy ...

A “vision” is a compelling, tangible image of the preferred future.

4) Communicate the desired change ...

Reflection Questions

1. What leaders would you choose from your church to form a guiding coalition? How do ensure everyone has input in identifying the preferred future state?
2. How can a leader accurately and effectively identify a future state for the church?
3. What are some creative ways to communicate the preferred future state?

Session 14 – Change and Refreeze

Watch the video (13:37).

5) Empower broad-based action ...

6) Generate short-term wins ...

7) Consolidate gains ...

8) Anchor new approaches in the culture ...

After the video – work through the Case Study (download from the lesson page) and answer the discussion questions.

Reflection Questions

1. “Leadership takes the blame; others get the credit.” How would you model this statement before your team or church? Is there ever a time when leadership should get the credit and others should take the blame?
2. What do you do when the chances of change in a given situation are extremely small? What approach to change should you take in that situation?

Leadership takes the blame; others get the credit.

FINAL EXAM

After you have successfully completed the quizzes for Sessions 1-13, you may take the Final Exam, which is connected to Session 14.

You must answer 80% of the 20 questions correctly to receive a passing score and complete this course.

After you have successfully completed Course Three: Leading Change in the Church, you may proceed to Course Four: Peacemaking in the Church and Beyond.