

Teach a Church to Fish

HIGHIMPACT
Revitalization

*A Training Manual
for
Maximizing Ministry Capacity
through
Spiritual Renewal with Strategic Initiative*

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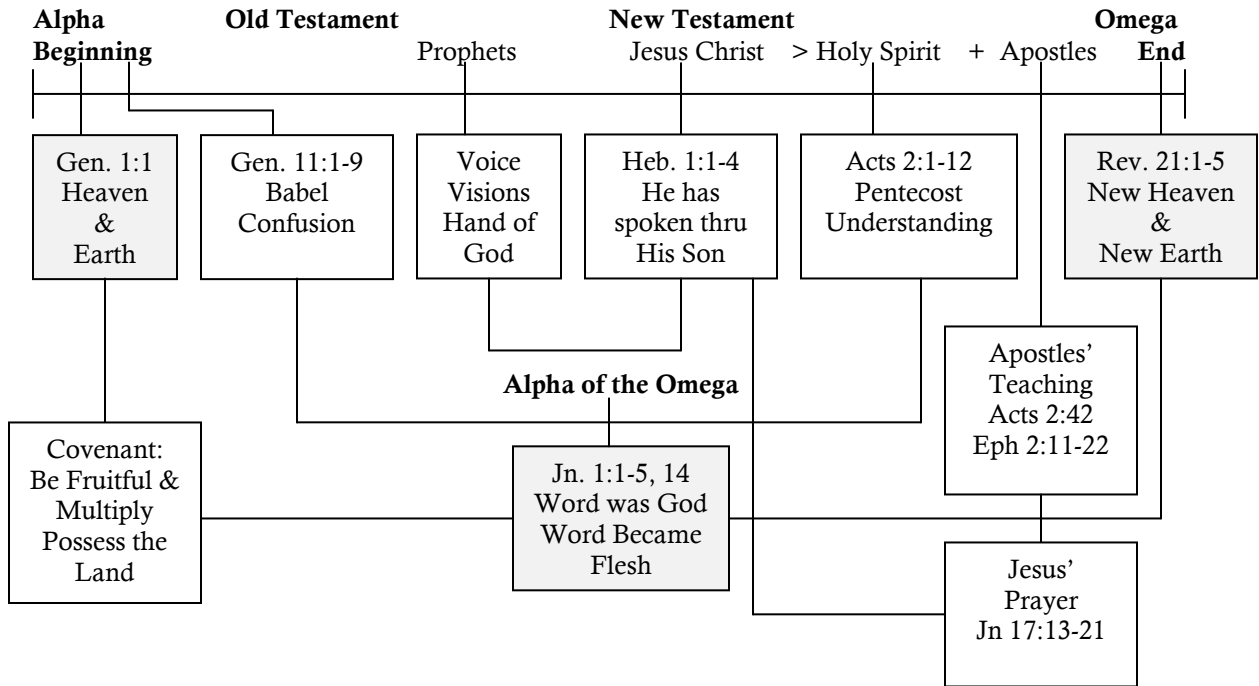
WHY???Page 73

An Overview of Church Revitalization

CATCHING A VISION OF GOD

Seeing God – Seeing What God Sees

The Place to Begin: A Sovereign God with an Eternal Kingdom Vision



Revitalization = Spiritual Renewal with Strategic Initiative

Biblical Models

Ezra _____

Nehemiah _____

Esther _____

The Acts 2 – Ephesians 4 Church _____

Laying the Groundwork of Revitalization

Establishing the Vision Team

1. Vision Team Responsibilities
 - Discerning God's Vision for the Church
 - Developing Vision & Strategy
 - Directing the Church through the Process
 - Determining Evaluation & Accountability

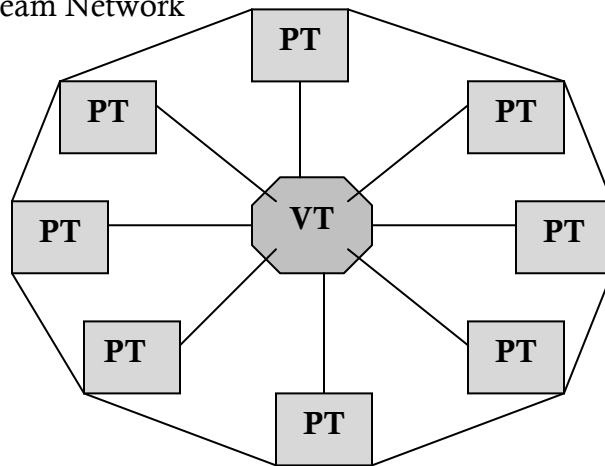
2. Vision Team Characteristics
 - Discerning
 - Visionary
 - Spiritually Mature
 - Respected

Establishing Prayer Teams

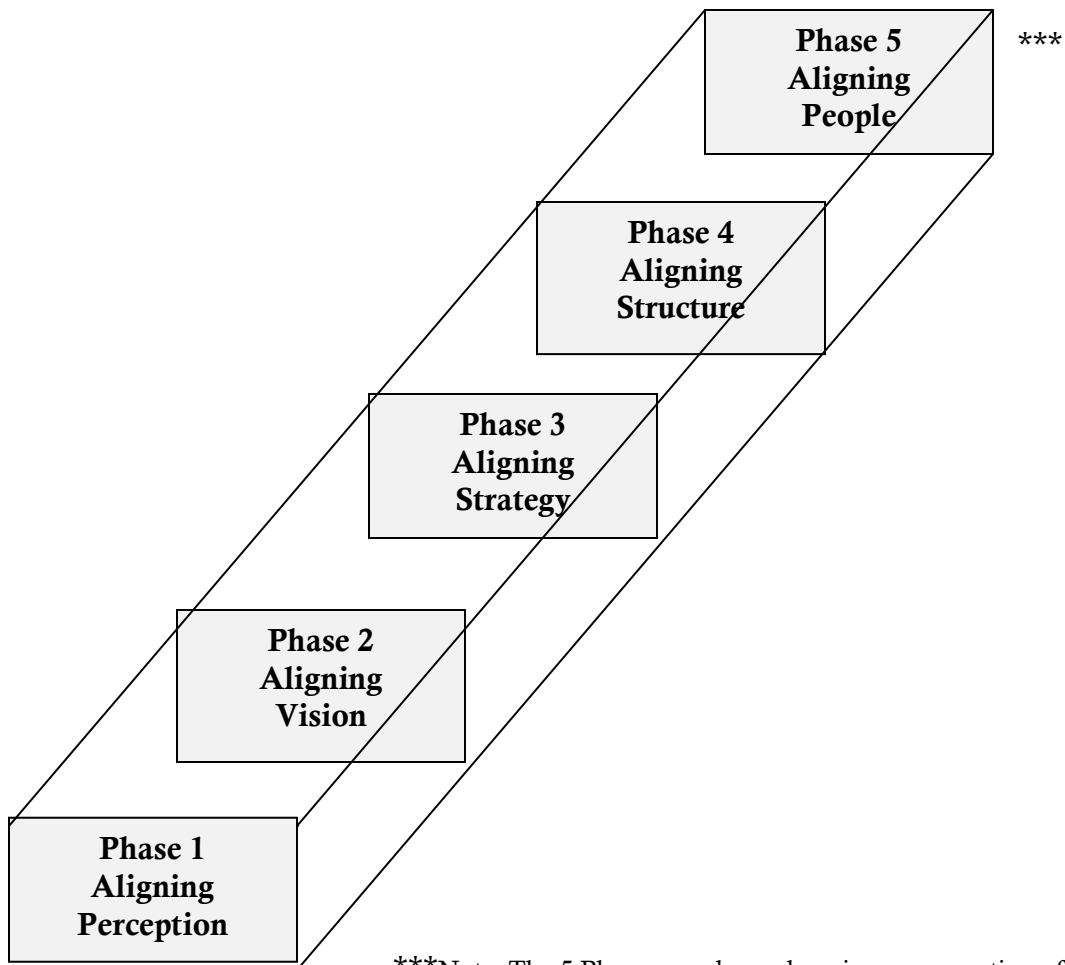
1. Prayer Team Responsibilities

- Prayer With & For the Vision Team
- Communication To & From the Vision Team

2. The Prayer Team Network



Five Phases of Church Revitalization

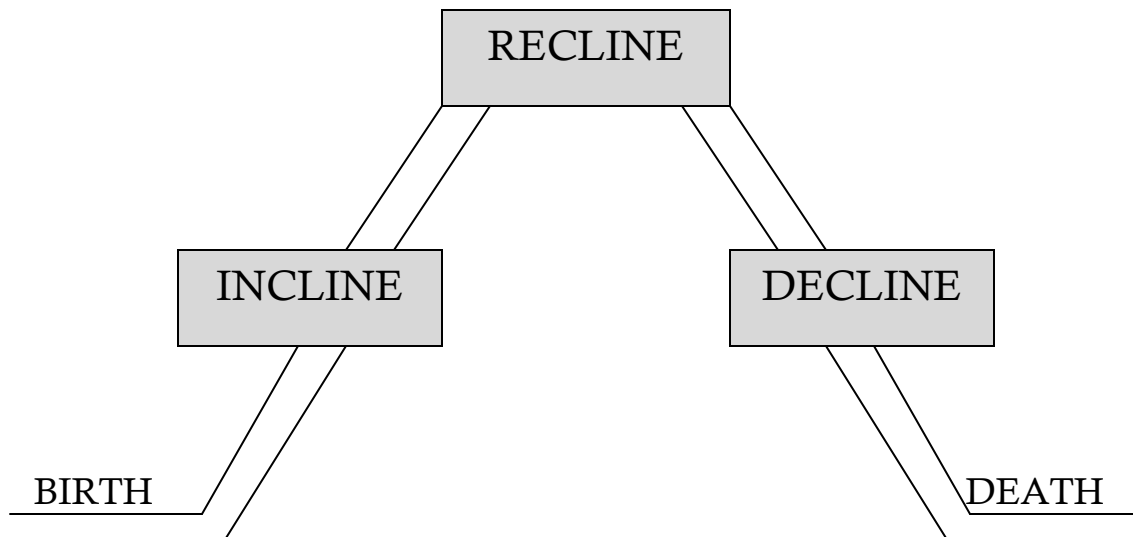


***Note: The 5 Phases are shown here in a cross-section of Incline. This will become clear in the discussion on Lifecycle.

Four Habits of HIGH M-PACT Churches

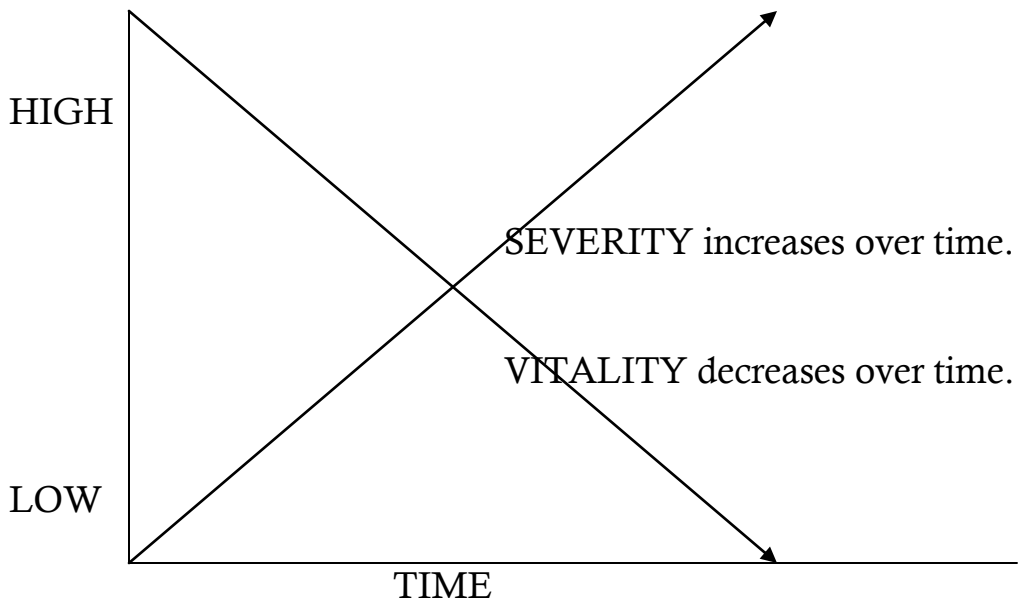
- Habit 1: HIGH M-PACT Churches pray with power
- Habit 2: HIGH M-PACT Churches build on Bible basics.
- Habit 3: HIGH M-PACT Churches raise the bar (of commitment).
- Habit 4: HIGH M-PACT Churches reach the lost.

The Church Revitalization Lifecycle: Three Primary Stages



The Lifecycle Story:
Vitality LOST Over Time
Arnold C. Cook
Historical Drift: Must My Church Die?

Revitalization Principle:
Church revitalization ranges from **MODERATE** to **SEVERE** depending on the lifecycle stage.



ACTION POINT!

1. Prayer Teams

List potential candidates for serving on Prayer Teams. Group them according to likely affinities that suggest effectiveness in this role.

| |
|----------------------|
| Vision Team Member 1 |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |

| |
|----------------------|
| Vision Team Member 2 |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |

| |
|----------------------|
| Vision Team Member 3 |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |

| |
|----------------------|
| Vision Team Member 4 |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |

| |
|----------------------|
| Vision Team Member 5 |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |

| |
|----------------------|
| Vision Team Member 6 |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |
| PT _____ |

ACTION POINT!

2. Four Habits of HIGH M-PACT Churches

The habitual behaviors of a congregation reveal its true values more truthfully than its professions. For example, most congregations **claim** allegiance to the Great Commandment and the Great Commission, but few truly **demonstrate** a sacrificial love for neighbor or a serious commitment to outreach and evangelism. The Apostle James might describe this kind of faith as dead. The good news is that habits can be formed and it's never too late to start.

Consider the Four Habits of HIGH M-PACT Churches. Identify biblical support for each habit. Analyze your church's strengths or weaknesses in regard to each habit. Design a plan to develop these habits to their full potential including a timeline for implementation of those plans.

Habit 1: HIGH M-PACT Churches pray with power.

Analysis _____

Plan _____

Habit 2: HIGH M-PACT Churches build on Bible basics.

Analysis _____

Plan _____

Habit 3: HIGH M-PACT Churches raise the bar (of commitment).

Analysis _____

Plan _____

Habit 4: HIGH M-PACT Churches reach the lost.

Analysis _____

Plan _____

ACTION POINT!

3. The Church Lifecycle: Three Primary Stages

Incline is the lifecycle stage when the church is increasing its ministry capacity, doing more and more ministry better and better over time, yielding both qualitative and quantitative gain.

Recline is the lifecycle stage when the church's ministry capacity levels off as the church does more or less the same ministry year after year at the same levels of quality and quantity. Quantity levels off when a resource is fully used and no increase in that resource is developed. Quality levels off at a place that is acceptable to the family of insiders, often less than what is needed to hold newcomers.

Decline is the lifecycle stage when the church's ministry capacity decreases. Less and less ministry is done year after year with execution more and more compromised, yielding both qualitative and quantitative loss.

ACTION POINT! Refer to the Distinctive Characteristics of Incline, Recline & Decline. Go through each of the ten rows of characteristics, determining which of the three characteristics given most identifies your church. Place a check beside your selections and then tally.

How many checks were placed on Inclining characteristics? _____

How many checks were placed on Reclining characteristics? _____

How many checks were placed on Declining characteristics? _____

Based on this simple analysis, where is your church on the lifecycle?

My church is on the Incline. _____

My church is on the Recline. _____

My church is on the Decline. _____

Does your church show evidence of vitality lost over time? Please explain.

Will your church's revitalization be moderate, severe, or somewhere in between? Please explain. _____

Phase 1 – Aligning Perception Looking Into a Giant Mirror

Two Key Perception Questions



Key Perception Question #1
What will we discover about ourselves?



Key Perception Question #2
What will we do in light of what we discover?

Four Assessment Tools

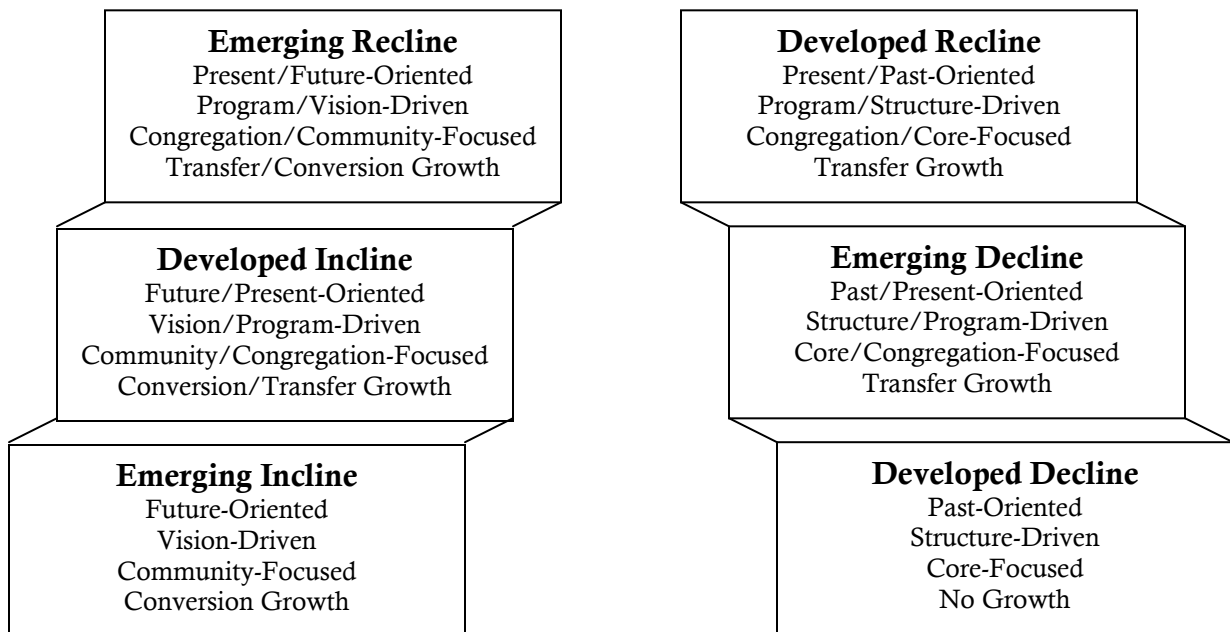
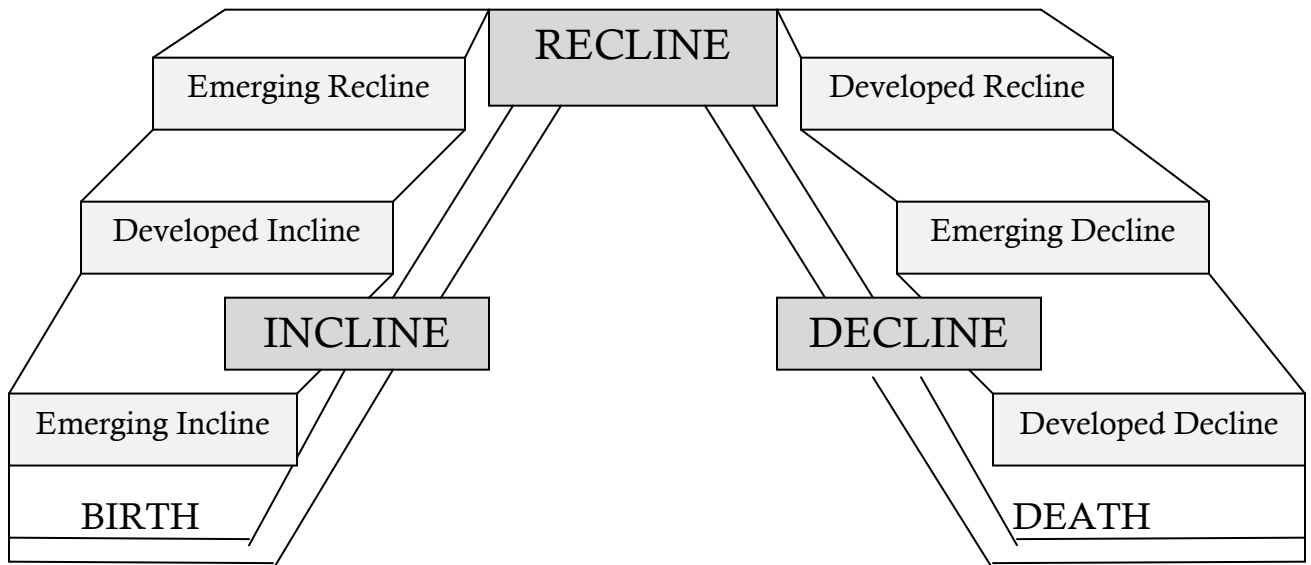
- Tool 1: Getting the Facts – a Statistical Analysis

- Tool 2: Getting the Story – a Historical Analysis

- Tool 3: Getting the Pulse – a Spiritual Condition Analysis

- Tool 4: Getting the Picture – an Objective Survey

A Closer Look at the Church Revitalization Lifecycle: Six Sub-Stages



Revitalization Principle
The lifecycle is a one-way street.

ACTION POINT!

1. Lifecycle Sub-Stages

Take a second look at Distinctive Characteristics. Based on this review training and the addition of material concerning lifecycle sub-stages, where is your church on the lifecycle?

| Incline | Recline | Decline |
|-------------------|------------------------|-------------------|
| Future Oriented | Present Oriented | Past Oriented |
| Vision Driven | Program Driven | Structure Driven |
| Community Focused | Congregation Focused | Core Focused |
| Innovative | Routine | Complacent |
| High Risk Faith | Low Risk Faith | No Risk Faith |
| Faith Decision | Resource Decision | Indecision |
| Serve > Gifts | Serve > Slots | Serve > Default |
| \$ = Investor | \$ = Provider | \$ = Preserver |
| New Leadership | Established Leadership | Incumbent Leader. |
| Conversion Growth | Transfer Growth | No Growth |

Emerging Incline _____ Developed Incline _____

Emerging Recline _____ Developed Recline _____

Emerging Decline _____ Developed Decline _____

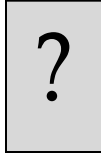
What evidence and/or reasons can be given to explain why your church is where it is on the lifecycle?

2. Motivation

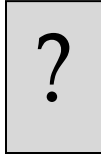
What would motivate this church's congregation to embrace significant change? What would be so important to the people of this congregation that they would be willing to do things differently; to sacrifice?

Phase 2 – Aligning Vision

Two Key Vision Questions



Key Vision Question #1
How does God want to express Himself through
this church in this community at this time?



Key Vision Question #2
What did God mean by that?

Foundations – Who are we going to be?

1. The Mandate that Compels Us

- The Great Promise - Matthew 16:13-18

- The Great Commandment – Matthew 22:34-40

- The Great Commission – Matthew 28:16-20

- The Great Witness – Acts 1:8

- The Great Mission – Luke 19:10

2. The Mold that Shapes Us

- Four Habits of High M-PACT Churches
- The Characteristics of Incline

3. The Model that Shows Us

- Acts 2:42-47
- Ephesians 4:1-16
- The Acts 2 – Ephesians 4 Church

Identifying the M-PACT Group(s) – Whom are we going to reach?

Definition: The M-PACT Group is the group, or groups, of people who are to be reached by the revitalizing church. These groups are found within the geographic and demographic targets. M-PACT Group identification is not a function of exclusivity, but is a function of focus, the application of resources to spiritual and strategic ministry priorities. One such priority is the reaching of the lost.

➤ The Geographic Target

➤ The Demographic Target

➤ The “Minister With” M-PACT Group

➤ The “Minister To” M-PACT Group

Why must your church reach lost people?

1. _____

2. _____

3. _____

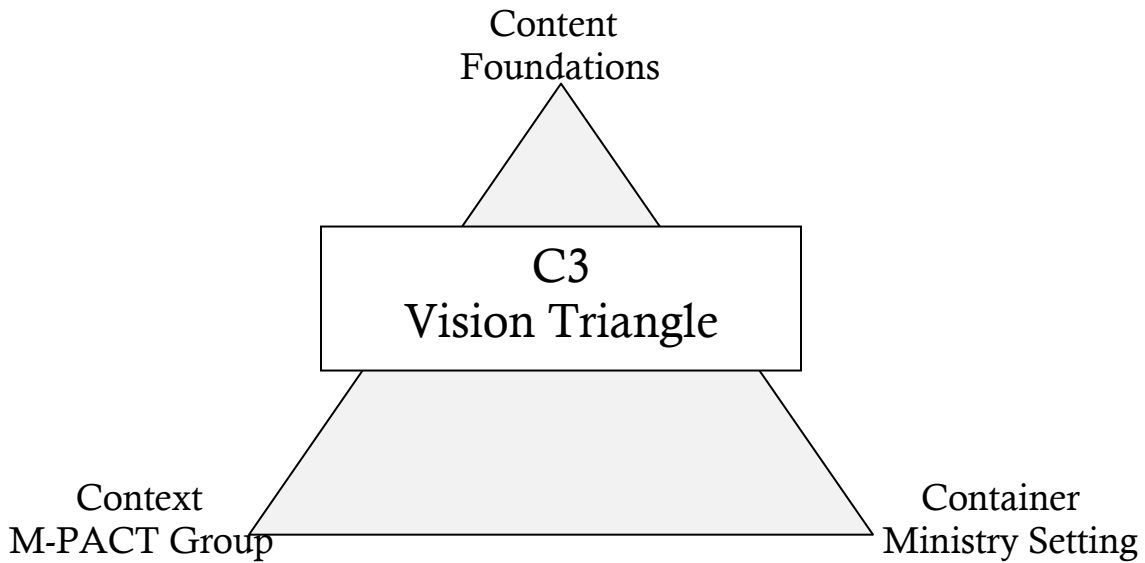
4. _____

5. _____

6. _____

Ministry Setting: What environment will we create?

Definition: The Ministry Setting is the physical and philosophical environment of ministry that is created by the church to connect its congregation with its M-PACT Group(s). It is the *container* of ministry and is therefore negotiable. For example: tastes, styles, preferences, perceived needs, personal priorities, location, facilities, formats, presentations, décor, scheduling, seasonal nuances, etc.



Definition: The Given Elements of the Ministry Setting are elements that are fixed and cannot be changed. For example, a given physical element might be a particular building at a particular address. A given philosophical element might be a denominational requirement.

Definition: The Chosen Elements of the Ministry Setting are elements that are selected by choice from various options. For example, a chosen physical element might be a color scheme or a type of seating. A chosen philosophical element might be a music style, worship service time or an emphasis on lay leadership.

Revitalization Principle

Virtually every element, physical or philosophical, is a chosen element.

Tip

Assume an element to be chosen until proved otherwise.

ACTION POINT!

2. Begin to identify the M-PACT Group(s) – Context. Whom are we going to reach?

Reminder: The M-PACT Group is the group or groups of people who are to be reached by the developing church. These groups are found within the geographic and demographic targets. M-PACT Group identification is not a function of exclusivity, but is a function of focus, the application of resources to strategic ministry priorities.

Geographic Target: Identify your geographic target with as many specifics as possible. Go beyond a particular radius or a general descriptor such as, “everyone within a 15 minute drive of the church.” Include descriptors such as street names, housing developments, school districts, municipal borders, natural barriers such as rivers or mountains, psychological barriers such as interstates, railroad tracks and the like. The objective is to paint a vivid word picture of the geographic target so that people living within that target will clearly see themselves, and so that the target can be clearly communicated to everyone in your church.

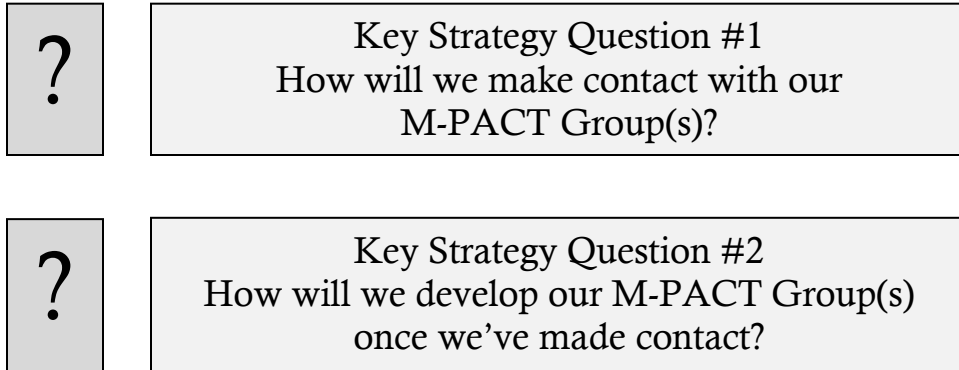
NOTES: _____

Demographic Target: Identify your demographic target with as many specifics as possible. Go beyond general descriptors such as “young families with children.” Include in-depth descriptors discovered through professional demographic studies (see www.percept.info) and through anecdotal observation made by logging time in your community and finding out who really lives there. Don’t base your identification on your assumptions, but on your homework.

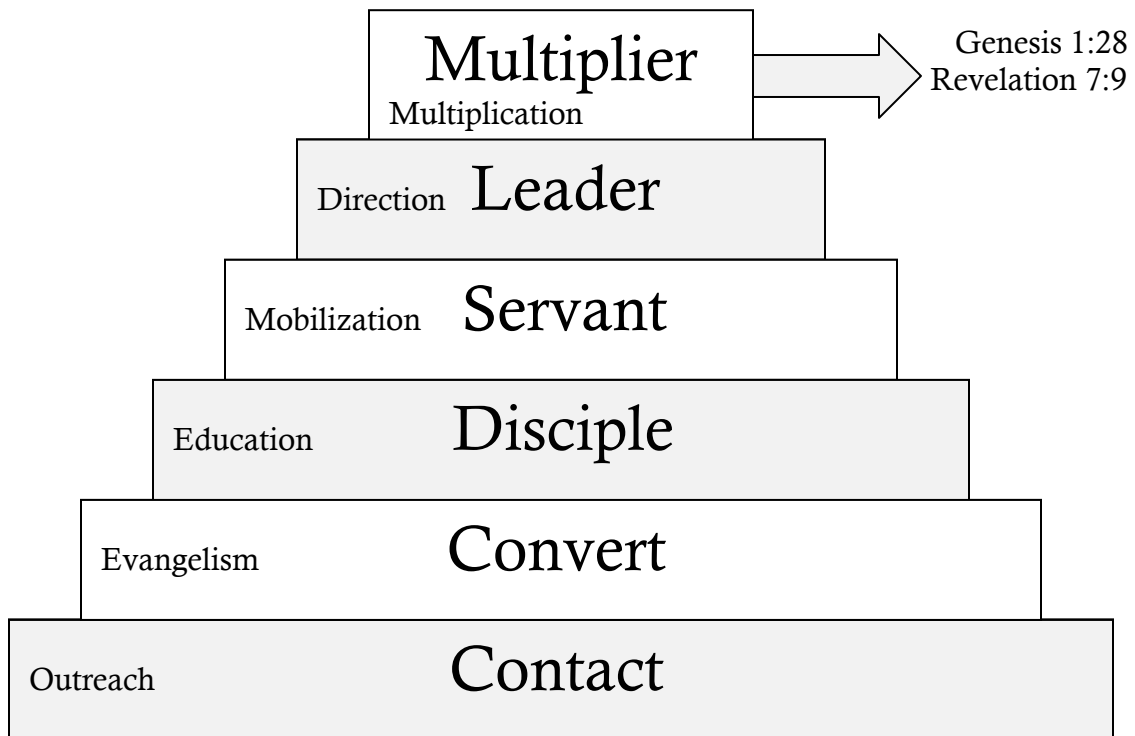
NOTES: _____

Phase 3 – Aligning Strategy

Two Key Strategy Questions



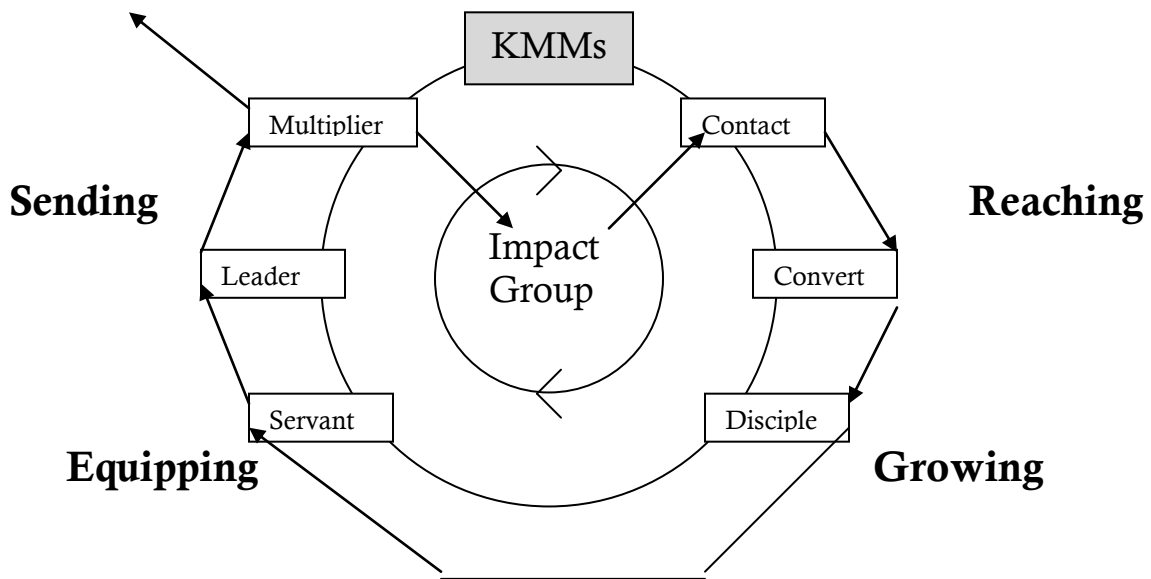
The Progression of M-PACT Group (MG) Development (Pyramid)



Revitalization Principle
Contact is the strategic priority.

Key M-PACT Ministries (KMMs)

Definition: Key M-PACT Ministries (KMMs) are ministries that must function at a high impact level for the vision to be fulfilled. They will be small in number (3-6) at the outset of revitalization and are to be selected by their direct connection to the vision. Without these ministries functioning at high impact levels, the vision could not be fulfilled. All other ministries are of secondary strategic importance.



**Revitalization Principle
Key M-PACT Ministries (KMMs)
are the ministry priority.**

The M-PACT Action Plan – The M.A.P.
 Connecting the Progression of M-PACT Group Development
 with Key M-PACT Ministries

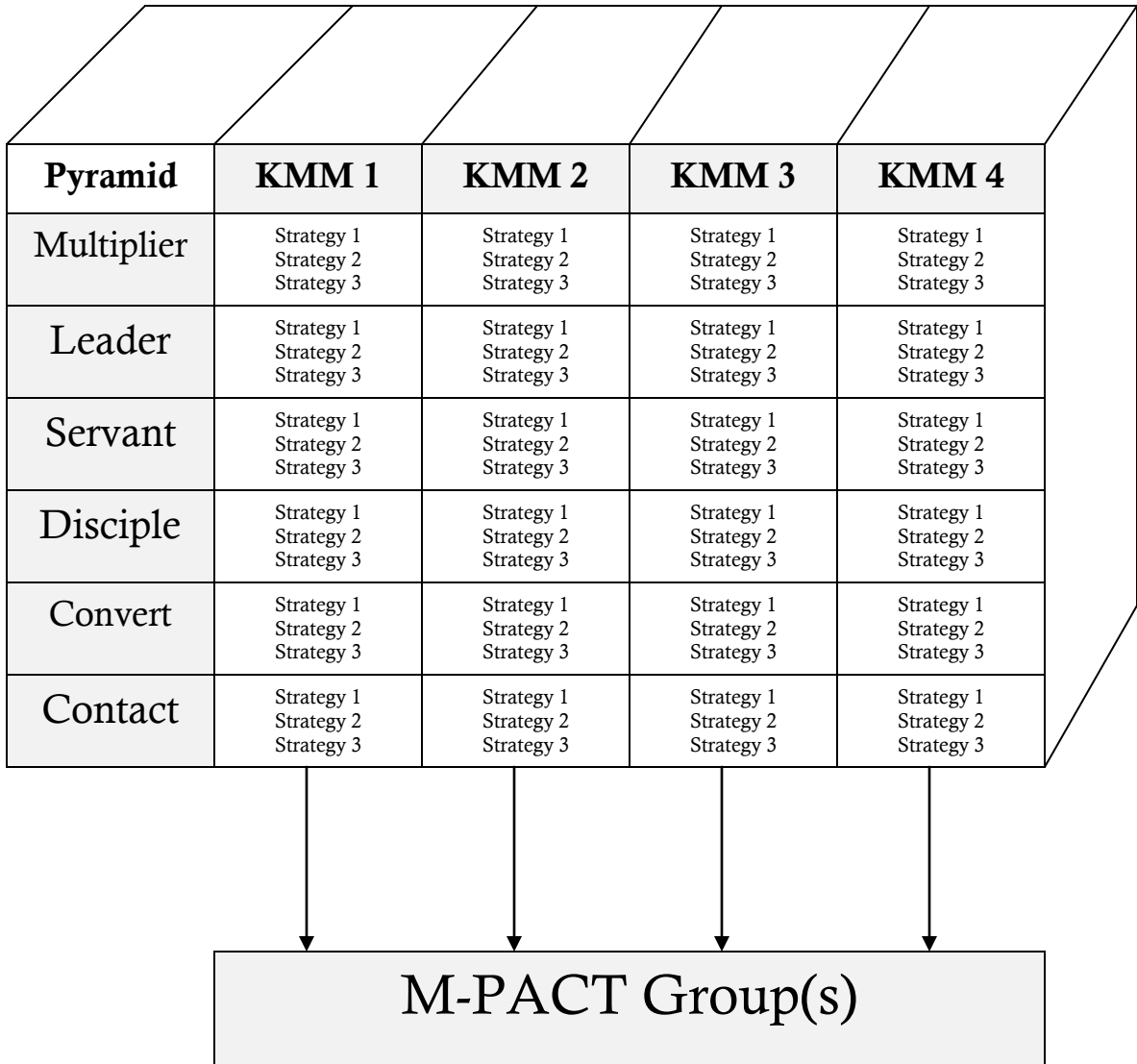
The Strategy Formula

Pyramid x KMMs = The M.A.P.

M.A.P. Zoom In

| PyraMiD | KMM 1 |
|----------------|--|
| Multiplier | Strategy 1 Strategy 2 Strategy 3 |
| Leader | Strategy 1 Strategy 2 Strategy 3 |
| Servant | Strategy 1 Strategy 2 Strategy 3 |
| Disciple | Strategy 1 Strategy 2 Strategy 3 |
| Convert | Strategy 1 Strategy 2 Strategy 3 |
| Contact | Strategy 1 Strategy 2 Strategy 3 |

M.A.P. Zoom Out



Reminder:

Contact is the strategic priority.

Key M-PACT Ministries
are the ministry priority.

ACTION POINT!

2. Begin to build your Pyramid in your first KMM by brainstorming strategies to move people in this ministry area from Contact to Multiplier.

Key M-PACT Ministry #1: _____

Identify three strategies for moving people through each level of the Progression of M-PACT Group Development in this KMM. Work from the bottom up.

Multiplier: _____

Leader: _____

Servant: _____

Disciple: _____

Convert: _____

Contact: _____

Phase 4 – Aligning Structure

Reminder: Two Key Structure Questions

?

Key Structure Question #1
What are the criteria for decision-making
and resource allocation?

?

Key Structure Question #2
How does leadership function?

Definition: Structure is the behind the scenes support of ministry and includes such things as personnel, policies, procedures, polity, organization, boards, staff, committees, payroll, finances, buildings, grounds, etc. Structural alignment is the deliberate and consistent practice of designing and deploying structure in light of vision and strategy, providing the spiritual leadership and strategic resourcing required to fuel the strategies that fulfill the vision.

NO!

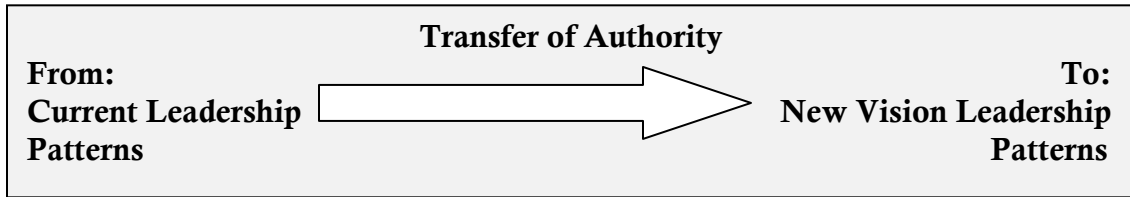
Administration & Finance

YES!

Spiritual Leadership & Strategic Resourcing

The Acts 6 Structure Model
Acts 6:1-7

The Transfer of Authority to Vision



Authorization Perspectives

ReVision: Leaders of Inclining churches tend to place authority in the vision that launched the most recent season of Incline. They will need to ReVision, or transfer authority currently vested in that vision to a newly discerned vision.

ReProgram: Leaders of Reclining churches tend to place authority in the programs that predominate during seasons of Recline. They will need to ReProgram, or transfer authority vested in those programs to the newly discerned vision.

ReStructure: Leaders of Declining churches tend to place authority in the structure itself, the structure that predominates during seasons of Decline. They will need to ReStructure, or transfer authority vested in that structure to the newly discerned vision.

Revitalization Principle

The transfer of authority to vision is first a matter of changing the hearts and minds of structural leaders and not a matter of replacing them.

To Think About! Key M-PACT Structures (KSSs)

VISION

Key Question 1: How does God want to express Himself through this church in this community at this time?

Biblical Foundations – M-PACT Group(s) – Ministry Setting

Key Question 2: What did God mean by that?

STRATEGY

| Pyramid | KMM 1 | KMM 2 | KMM 3 | KMM 4 |
|-------------------|--|--|--|--|
| Multiplier | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 |
| Leader | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 |
| Servant | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 |
| Disciple | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 |
| Convert | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 |
| Contact | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 | Strategy 1 Strategy 2 Strategy 3 |

STRUCTURE

Spiritual Leadership

Strategic Resourcing

ACTION POINT!

Aligning Structure

Having identified 3 strategies for moving people through each level of the Pyramid in your first KMM, identify what Structure must provide as to Spiritual Leadership and Strategic Resourcing in that KMM.

KMM 1:

Spiritual Leadership

Strategic Resourcing

| | Spiritual Leadership | Strategic Resourcing |
|--------------------------|----------------------|----------------------|
| <i>Multiplier</i> | | |
| <i>Leader</i> | | |
| <i>Servant</i> | | |
| <i>Disciple</i> | | |
| <i>Convert</i> | | |
| <i>Contact</i> | | |

Phase 5 – Aligning People

**Without a vision, the people will perish.
Without the people, a vision will perish.**

?

Key People Question #1
How will we get people involved?

?

Key Structure Question #2
On whom does the future depend?

Four Dimensions of Change

- Dimension 1: The Willingness to Change
- Dimension 2: The Ability to Change
- Dimension 3: The Substance of Change
- Dimension 4: The Pace of Change

The People of Revitalization

- Pastor/Leader
- Other Leaders: Lay/Staff
- The Vision Team
- The Congregation
- The Community
- The Launch Team
- The Third Party

**Revitalization
Principle**
Change as Choice
Vs.
Change as Crisis

Four Types of People

- Type 1: Theorists
- Type 2: Realists
- Type 3: Pragmatists
- Type 4: Preservationists

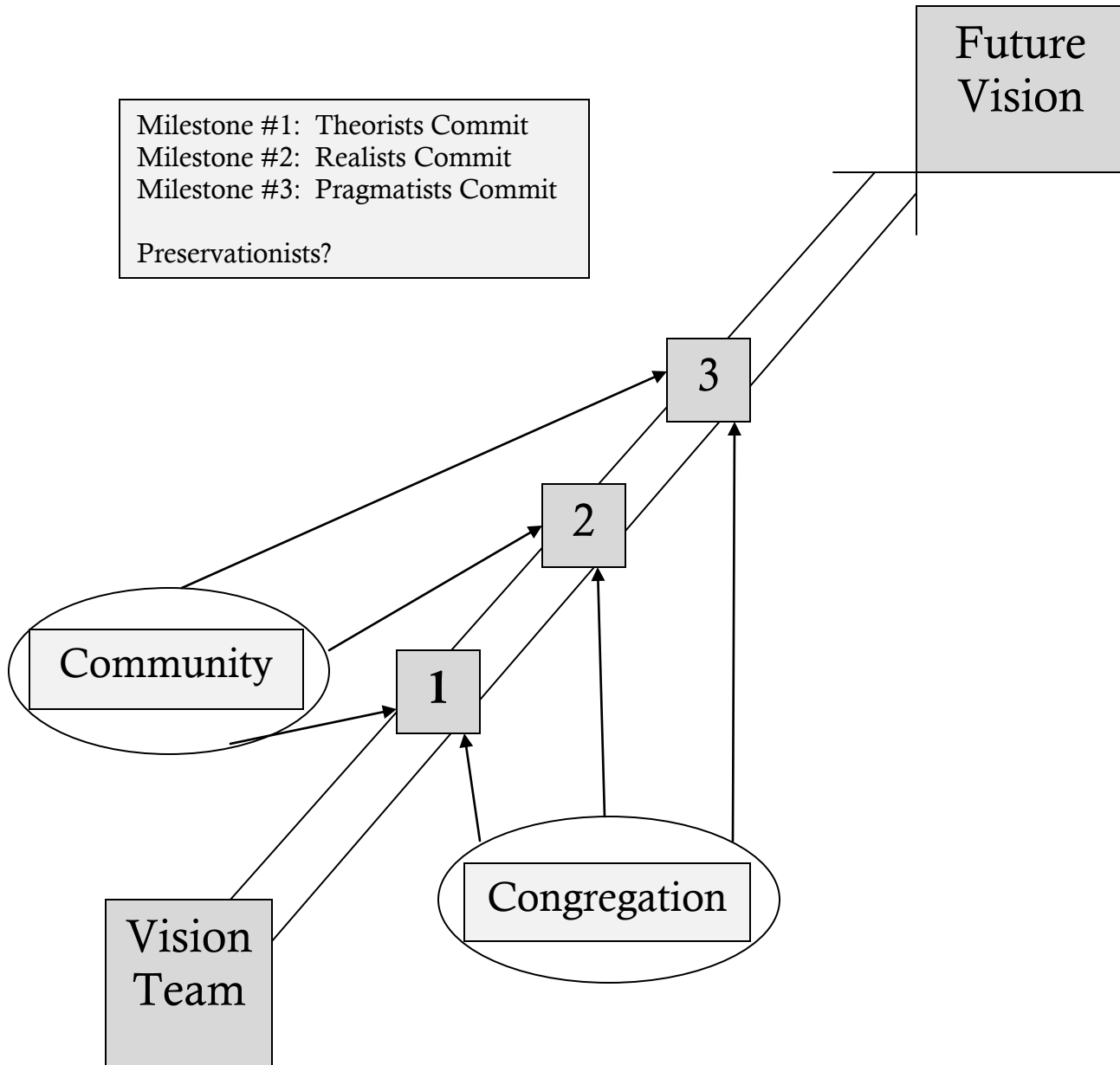
Public Alignment of People

- High Visibility
- Repeated Communication
- No Ultimatum

Private Alignment of People

- Conversation – Not Presentation
- Answered Questions/Removed Obstacles
- Opportunity for Commitment
- Divide & Serve

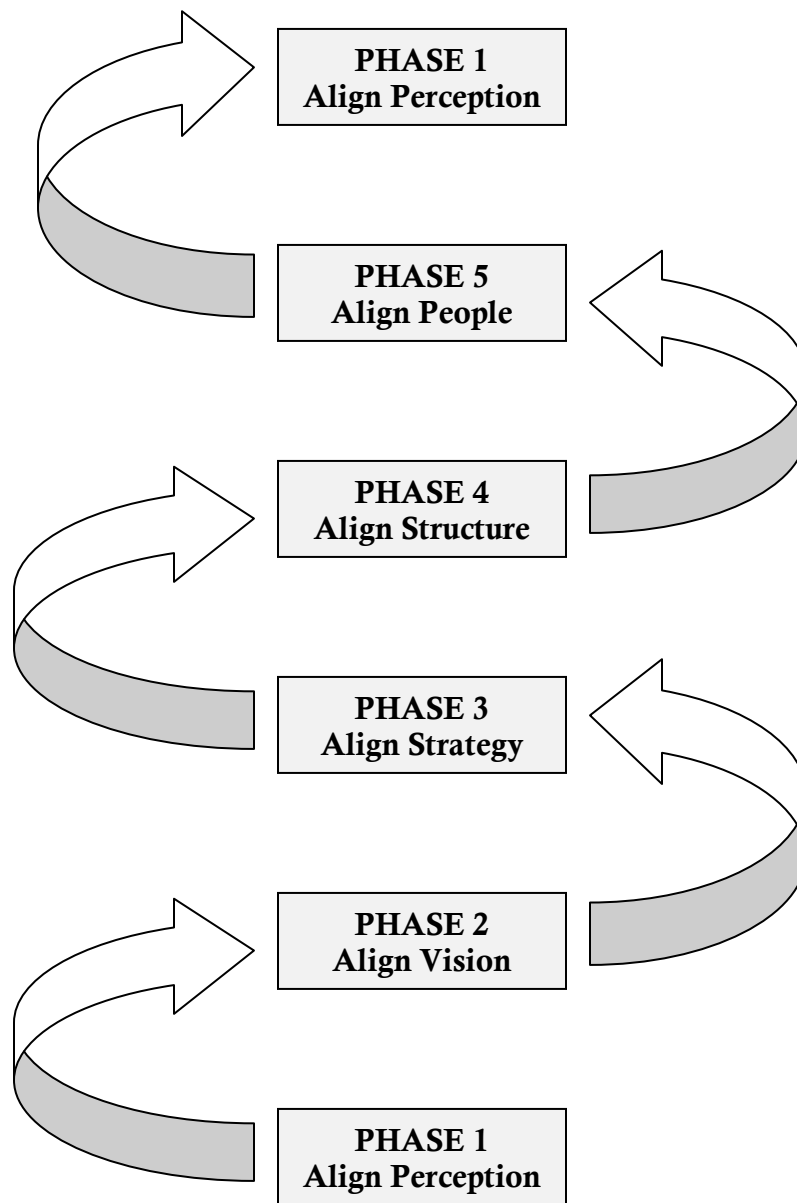
Aligning Insiders & Newcomers: A Surprising Contingency



Sustaining Health, Growth & Multiplication

Church revitalization is not an event in the life of a church, it's a commitment to a *lifestyle* for a church. Without regular analysis and adjustment of Vision, Strategy and Structure, the younger church will again stall and the older church will again lapse into plateau or decline. *Vision Vigilance* is a must!

The Revitalization Cycle – Vision Vigilance/Lifecycle Intervention

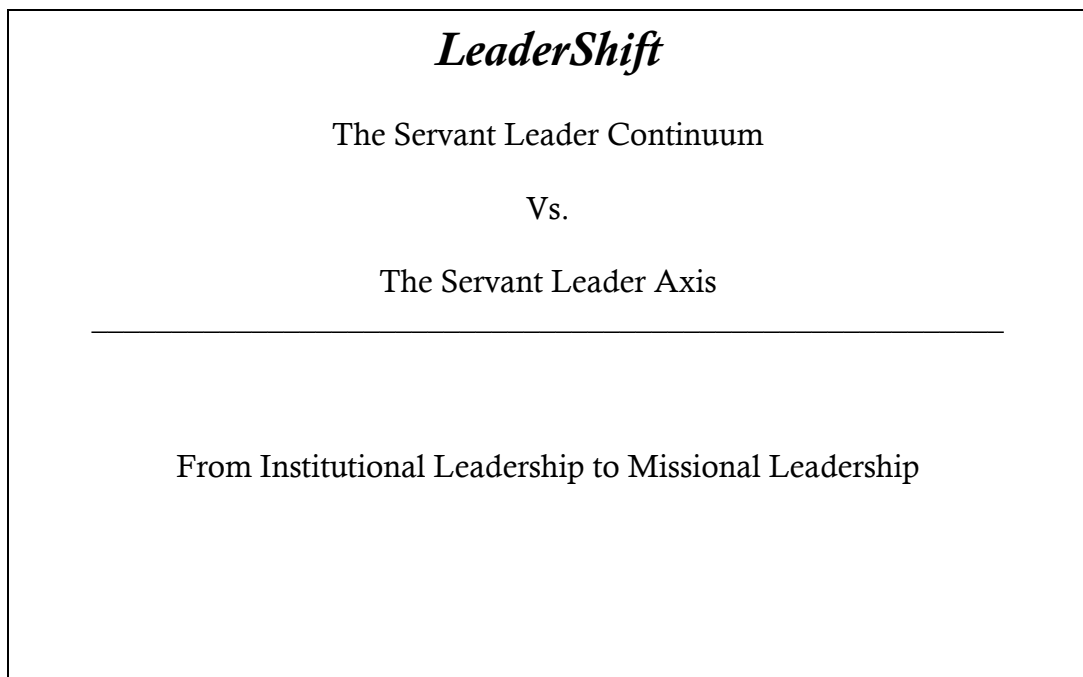


Leadership Effectiveness Factors

- Establish a Leadership Culture.
- Establish a Leadership Selection Process.
- Establish a Leadership Equipping Process.

Leadership Effectiveness Positioning

- Key M-PACT Ministries (KMMs)
- All M-PACT Ministries (AMMs)
- Established Leaders (KMSs)
- Emerging Leaders



Evaluation & Accountability – Part 1

- Ministry M-PACT Objectives
- Ministry M-PACT Competencies
- Ministry M-PACT Training
- Ministry M-PACT Documentation

Evaluation & Accountability – Part 2

Analysis:

- Meeting of Ministry M-PACT Objectives
- Quantifying of Ministry Fruit
- Counting the Costs of Ministry M-PACT

Adjustments to Be Made . . .

LeaderShift

Accidental Ministry vs. Intentional Ministry

Revitalization is not an event but a lifestyle!

WHY?

The M in HIGHMPACT Revitalization
Represents . . .

Mobilized
Missional
Ministry
Multiplication
for
Maximum
M-PACT

