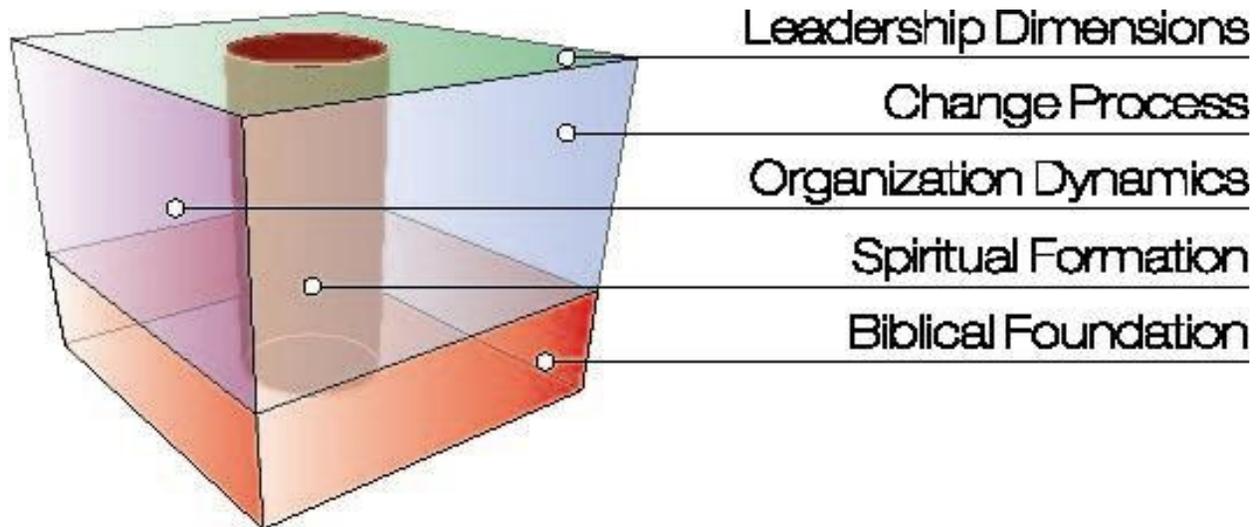


The Organizational Transformational Model¹



As demonstrated by Jesus, Scripture and Theology

Biblical/Theological Foundation

John 1:1-2: “In the beginning the Word already existed. He was with God, and he was God. 2 He was in the beginning with God.” (The New Living Translation)

Luke 4:16 “He went to Nazareth, where he had been brought up, and on the Sabbath day he went into the synagogue, as was his custom. And he stood up to read.” (NIV)

Luke 24:44-45 “He said to them, “This is what I told you while I was still with you: Everything must be fulfilled that is written about me in the Law of Moses, the Prophets and the Psalms. 45 Then he opened their minds so they could understand the Scriptures.” (NIV)

Key issues to me include systematic and Biblical theology with special emphasis on

The Bible

Christ

Missio Dei,

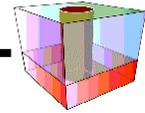
The Church and Its Purposes,

Priesthood of Believers,

Spiritual Gifts

Understanding the unchurched from Christ's perspective (Evangelism)

¹ J. Melvyn Ming, Leadership Development Resources LLC ©2000.



Spiritual Formation

Goes by many names...

- Discipleship
- Spiritual Disciplines
- Christian Education
- Christlikeness
- Spiritual Maturity
- Living the life

Mark 1:35 “Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place, where he prayed.” (NIV)

John 4:34 “Jesus said to them, “My food is to do the will of Him who sent Me, and to finish His work.” (NIV)

John 6:38 “For I have come down from heaven not to do my will but to do the will of him who sent me.” (NIV)

John 17:4 “I have glorified You on the earth. I have finished the work which You have given Me to do.” (NIV)

John 17:19 “And for their sakes I sanctify Myself, that they also may be sanctified by the truth.” (NIV)

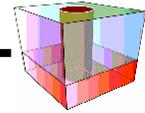
Key issues to me include

*Passionate Spirituality,
Spiritual Disciplines,
Fruit of the Spirit,
Understanding age level issues,
Understanding post modern culture,
Humility,
Compassion*

Organizational Dynamics

Mark 3:14 “He appointed twelve—designating them apostles—that they might be with him and that he might send them out to preach” (NIV) – Empowerment, relationship and empowerment

Luke 9:2 “He sent them to preach the kingdom of God and to heal the sick.” (NIV) – Vision & Compassion



Luke 10:1 “After this the Lord appointed seventy-two others and sent them two by two ahead of him to every town and place where he was about to go.” (NIV) – Teams and partnership

John 18:20 “I have spoken openly to the world,” Jesus replied. “I always taught in synagogues or at the temple, where all the Jews come together. I said nothing in secret.” (NIV) – openness

Acts 1:8 “But you shall receive power when the Holy Spirit has come upon you; and you shall be witnesses to Me in Jerusalem, and in all Judea and Samaria, and to the end of the earth.” (NIV) -- empowerment

Key issues to me include ...

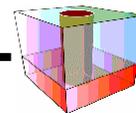
*Systems Thinking,
Mental Models,
Functioning Structures,
Teams,
Empowerment,
Relational Organizational Structures,
Organizational Culture,
Organizational Lifecycles,
Church Health Qualities,
Contextual Understanding and Insights*

Change Process

Matthew 6:5 “And when you pray, do not be like the hypocrites, for they love to pray standing in the synagogues and on the street corners to be seen by men. I tell you the truth, they have received their reward in full. 6 But when you pray, go into your room, close the door and pray to your Father, who is unseen. Then your Father, who sees what is done in secret, will reward you. (NIV)

Matthew 15:4-8 “For instance, God says, ‘Honor your father and mother,’ and ‘Anyone who speaks evil of father or mother must be put to death.’ 5 But you say, ‘You don’t need to honor your parents by caring for their needs if you give the money to God instead.’ 6 And so, by your own tradition, you nullify the direct commandment of God. 7 You hypocrites! Isaiah was prophesying about you when he said, 8 ‘These people honor me with their lips, but their hearts are far away.’ (The New Living Translation)

Matthew 22:29 “Jesus replied, “You are in error because you do not know the Scriptures or the power of God.” (NIV)



Almost every significant Bible leader brought change.

- *Noah – a new beginning*
- *Moses – out of Egypt*
- *Abraham – a new land*
- *Nehemiah – rebuilt the wall*
- *Jesus – a new covenant*
- *Peter – The Spirited filled life*
- *Paul – Gentiles as part of the church*

Key issues to me include ...

*Creating Urgency,
Developing Guiding Coalitions,
Developing Strategy,
Communicating Vision,
Empowering Leaders,
Creating Wins,
Anchoring Change to the Past*

Leadership

Mark 10:42-43 “So Jesus called them together and said, “You know that in this world kings are tyrants, and officials lord it over the people beneath them. 43 But among you it should be quite different. Whoever wants to be a leader among you must be your servant,” (The New Living Translation)

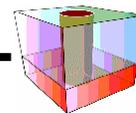
John 15:15 “I no longer call you servants, because a master doesn’t confide in his servants. Now you are my friends, since I have told you everything the Father told me.” (The New Living Translation)

Key issues to me include ...

*Character & Values,
Vision,
Influence,
Style,
Skill,
SHAPE*

THE POINT

God uses the effective integration of ALL five parts of the cube to build healthy churches.

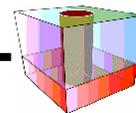


“Many church leaders fall short of their dreams because they fail to fully appreciate the dual nature of ministry – that it is both spiritual and natural. Many veer toward one of the extremes, either being spiritually idealistic or pragmatically technique driven. Ministry that recognizes both the spiritual and natural dimensions is the sort of skillfulness that David had.”²

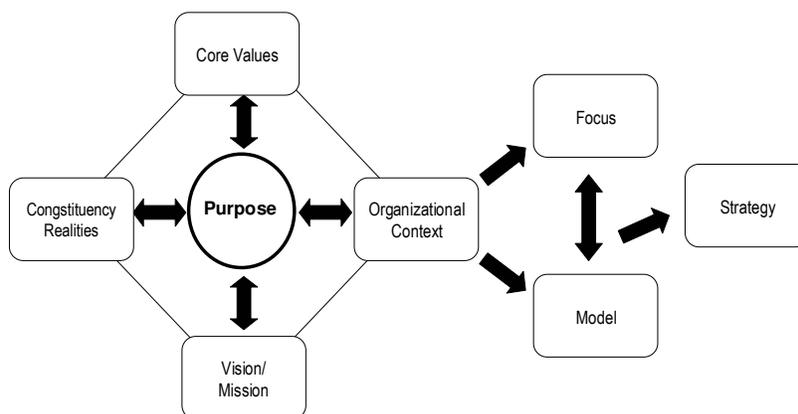
Take a moment and reflect on your own ministry. Do you tend to ...?

- Veer toward the spiritual?
- Veer toward the natural?
- Switch from one to the other?
- Blend them?

² Brown, Daniel Alan, and Craig Brian Larson. *The Other Side of Pastoral Ministry : Using Process Leadership to Transform Your Church*. Grand Rapids, Mich.: Zondervan Pub. House, 1996. Page 18.



Organizational Development Process³



Foundational Phase

- Step 1: Biblical Purpose
Based on Scripture, Why do we exist? What are the functions of this ministry?
- Step 2: Core Values
Who has God shaped us to be?
- Step 3: Vision/Mission Slogan
What is God leading us to do?
- Step 4: Constituency Realities
Who are we now? Who are the stakeholders? What is the relationship of the stakeholders?
- Step 5: Organizational Context
What is our context like? Who makes up our ministry area? What are the unchurched like?

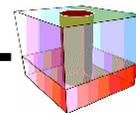
Design Phase

- Step 6: Ministry Focus or Target
Who is God calling us to focus on and in what ways?
- Step 7: Ministry Model
What model best helps us fulfill our purpose and vision and is in keeping with our values?

Implementation Phase

- Step 8: Vision and Ministry Strategy

³ Copyright J. Melvyn Ming ©2000.



AGWM REFLECTION

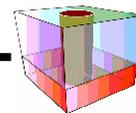
Where we are now?

Step 1: What are the Biblical Purposes of AGWM?

Step 2: What are the Core Values of AGWM? (no more than 10)

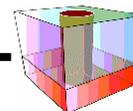
Step 3: What is the Vision/Mission of AGWM?

Step 4: What is different about the support base of AGWM than it was 20 years ago?



Step 5: What is different about the world context AGWM works in today than it was 20 years ago?

Step 7: For many years the model of AGWM was the “indigenous church”. Is it still the model? If yes, how has the concept changed? If no, what is the model today?

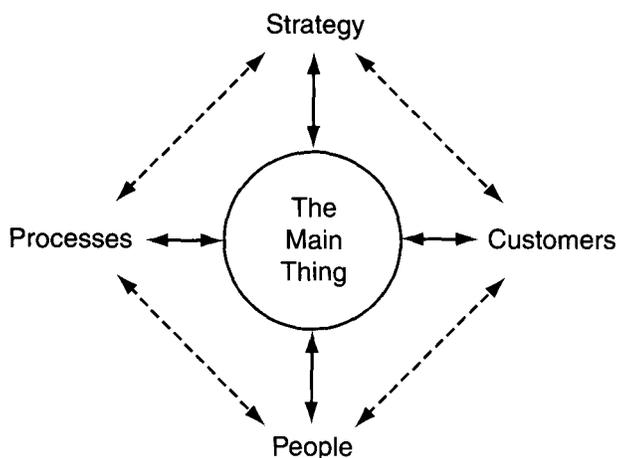


Organizational Alignment

The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things by George Labrovitz and Victor Rosansky.
New York: John Wiley and Sons, 1997.

“The main thing is to keep the main thing the main thing.”⁴

Focus on the Main Thing⁵



“We have learned that outstanding executives do not simply inherit a culture; rather, they proactively create a self-aligning and self-sustaining culture in their organizations.”⁶

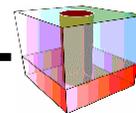
“... everyone should be able to articulate the broader strategy and how his or her work is connected to it. The ultimate proof of vertical alignment is observable in the actions of front-line employees.”⁷

⁴ Labrovitz, George and Victor Rosansky. *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things*. New York: John Wiley and Sons, 1997. Page 3.

⁵ Labrovitz, Page 44

⁶ Labrovitz, Page 6

⁷ Labrovitz, Pages 26-27



The Elevator Test⁸ – Questions of the common person

1. What is the Strategy?
2. What do you do?
3. How does what you do support the strategy?

Leadership Behaviors Essential to Alignment⁹

Create Shared Purpose

Help other understand...

- What must be accomplished
- Why their work is worthwhile
- How they can accomplish their goals

Get Commitment

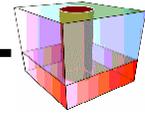
- Increase people's sense of personal ownership for the work they do.
- Drive out fear to improve performance.
- Help yourself and others visualize high performance.

Integrate the Organization

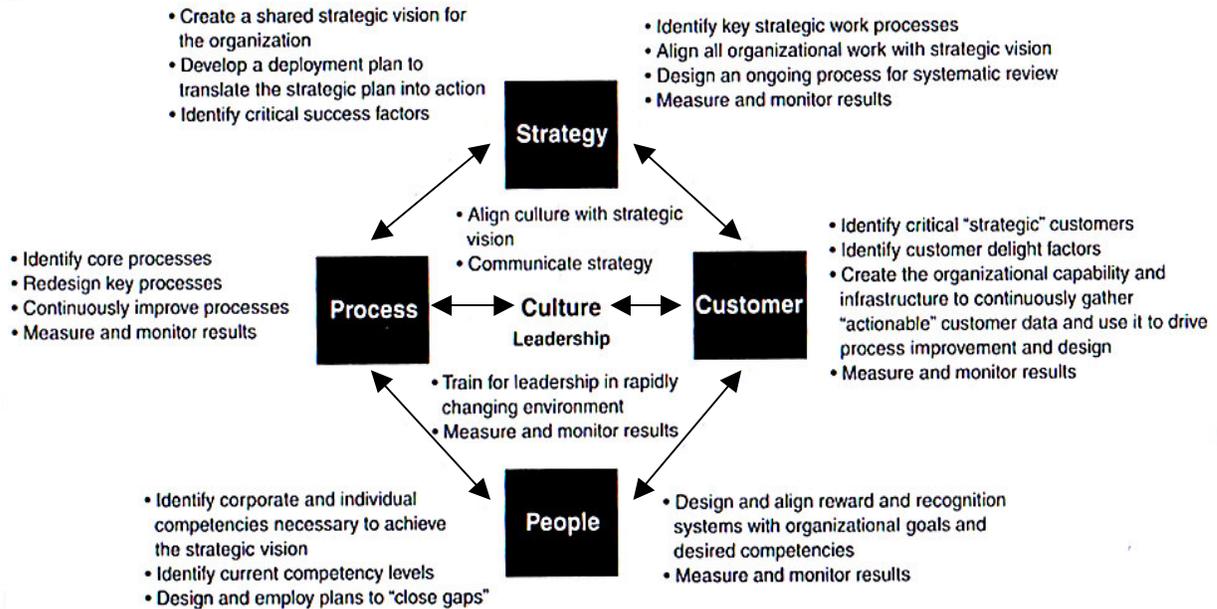
- Make information readily available to everyone and avoid the tendency to control information.
- Design networks of relationships to promote flexibility and high performance.
- Help groups integrate conflicting views to achieve technically superior and fully supported outcomes

⁸ Labrovitz, Page 46

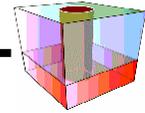
⁹ Labrovitz, Pages 187-188



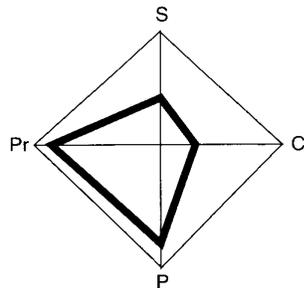
The Dynamics of the self-aligning organization¹⁰



¹⁰ Labrovitz, George and Victor Rosansky. *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things*. New York: John Wiley and Sons, 1997. Page 232

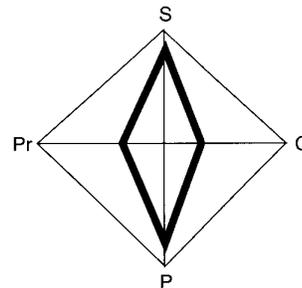


What Sick Companies Look Like¹¹



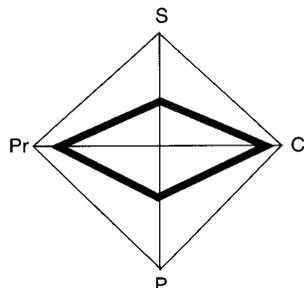
Tyranny of One

Process improvement activities are failing to meet customer needs because there is poor cross-functional integration around the customer's voice.



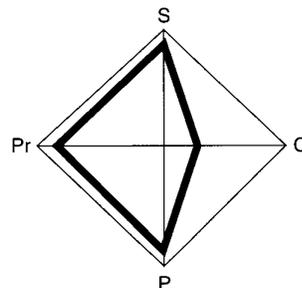
Strategy Interruptus

Strategy hasn't been effectively deployed and, so, goes nowhere. There is no passion or commitment.



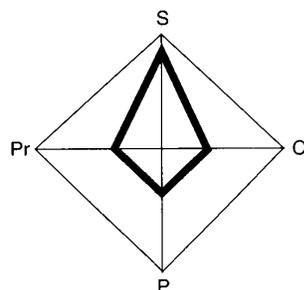
The Phantom-Limb Syndrome

People work hard to satisfy customer needs that no longer exist. The company drives into the future with its eyes on the rearview mirror.



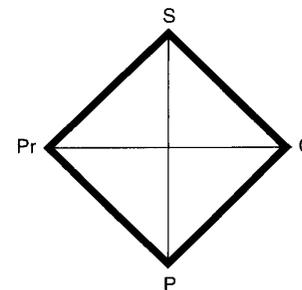
Forked-Tongue Syndrome

Strategy may be okay, but deployment is plagued by mixed signals from the top.



Market Myopia

People and processes are focused on current customers, but the larger strategy is out of touch with the competitive environment.



Dead Man Walking

Living in the past. Not clear on the customers to please or the processes to fix. Strategy and people are totally disconnected.

Figure 3-2. A typology of alignment pathologies.

¹¹ Labrovitz, George and Victor Rosansky. *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things*. New York: John Wiley and Sons, 1997. Page 67