

# Leading Change

Turnaround Pastors, Inc.

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# Leading Change: the challenge

Demands proficiency in every area:

- Envision the future
- Influence others to join the future
- Strategize a path to the future
- Execute strategy so the change is accomplished
- Manage conflict successfully
- Sustain passion
- Maintain momentum

# Leading Change: the challenge



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# Leading Change

## **Low Change Usual**

- Chaos will be difficult
- May resist rapid shifts in direction
- May resist timely mid-course corrections under stress

## **High Change (Usual / Need)**

- Need to constantly monitor & manage others is stressful
- May give disjointed instructions
- May deal poorly with resistance

# Leading Change

## **Low Challenge Usual**

- Afraid of looking bad
- Risk aversion
- Settle for modest goals (avoid WIGs)

## **High Challenge Usual**

- Embrace lofty goals
- Criticism demoralizes
- Second guesses self
- Hard to persevere in transition phase

# Leading Change

## **Low Freedom Usual**

- Prefers precedence
- Must seek independent and creative solutions
- Feels constrained by group expectations

## **High Freedom Usual**

- Erratic under stress
- Reject good ideas just to be the maverick

# Leading Change

Turnaround leadership is possible if you:

- Manage unproductive behaviors
- Employ best ministry practices
- Sequence stages of change
- Engage a coach to develop leadership skills
- Take time to prepare the church
- Cultivate spiritual life

# Preparing to lead turnaround

- Prepare yourself
  - Know how your personality helps or hinders
  - Work with a mentor to guide you
  - Read widely
- Prepare your church

# Leading Change

## **What needs to change?**

- How they see God, themselves, and the church
- How they view their responsibility for the unsaved
- How they behave and allocate resources

# Leading Change

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"Effective leaders are capable of reframing the thinking of those whom they guide, enabling them to see that significant changes are not only imperative but achievable. Yet the challenges facing these leaders go beyond determining what needs to be done differently. They must also address how to execute these decisions in a manner that has the greatest possibility for success."

- Daryl R. Conner, *Managing at the Speed of Change*

# Leading Change

"It is not changes that cause resistance to a church moving in a new direction but rather the sense of loss experienced in the process."

- Gary L. McIntosh, *There's Hope for Your Church*

# Leading Change

## The Stages of Response to Change

### I. Shock

*Cannot understand*

### II. Denial

*Reject logic and argument*

### III. Anger

*Frustration and hurt;  
lashing out*

### IV. Bargaining

*Negotiate to reduce impact*

### V. Depression

*Low energy, feels victimized*

### VI. Acceptance

*Acknowledge new normal,  
but ≠ liking it*

# Leading Change

## Phase 1: An Ending

## Phase 2: Neutral Zone

## Phase 3: New Beginning

### The Pastor's Leadership Tasks

- Help people deal with loss
- Prepare them (mentally) to move on

- Help them learn new ways to think & act
- Use the confusion to encourage innovation

- Help them develop a new identity
- Guide them in discovering new purpose that makes the change work

### People Will Experience

- Fear
- Denial
- Anger
- Sadness
- Frustration
- Loss

- Resentment for the change
- Doubt about the change
- Low morale & productivity
- Disorientation
- Uncertainty
- Anxiety about the future

- High energy
- Openness to learning
- Renewed commitment
- Passion about their role
- Willingness to sacrifice

### Leadership Interventions

- Check your ego at the door
- Listen with empathy
- Reflect understanding
- Don't try to "fix" them
- Show them how they fit in
- Stand apart from emotions
- Remind them of God's faithfulness and provision

- Give frequent feedback
- Talk up the big picture
- Give them short-term wins
- Let them vent their feelings
- Revise staff workloads
- Build team morale
- Champions move people to Phase 3
- Discipline as needed

- Link their personal goals with the church's goals
- Highlight success stories in public worship services
- Take time to celebrate the big transition
- Don't forget the stragglers
- Get ready for the next vision and transition

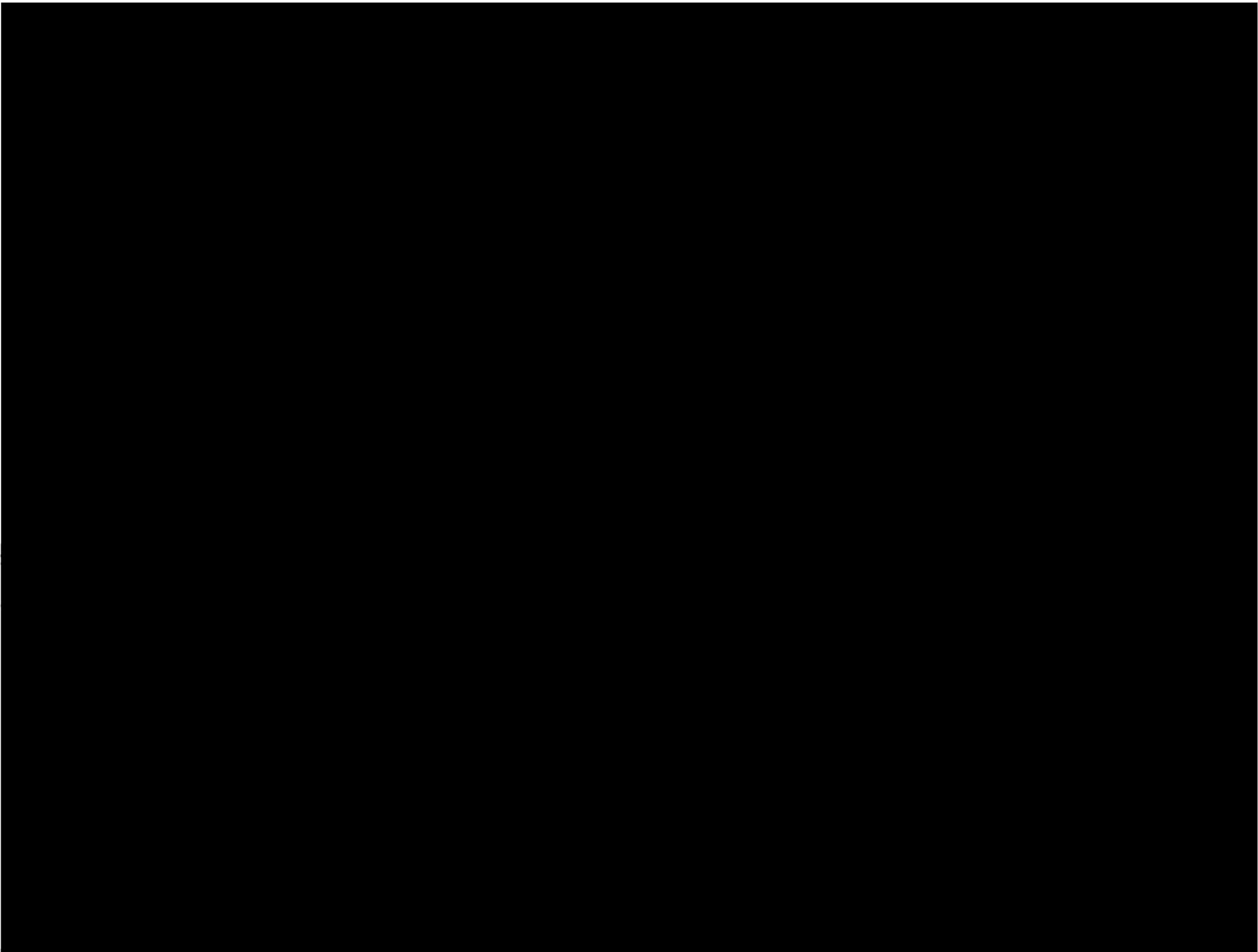
# Leading Change

**Where are you going and when will you know you've arrived?**

- Staff (paid and unpaid) become goal oriented
- It becomes easy to say “No” to good opportunities
- It becomes easy to release those who look back
- Your people talk about the mission and vision

“You have to let go at some point in order to move forward.”

- C. S. Lewis



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