

Good to Great Diagnostics Team Summary

This team worked to understand the current state of our church through the use of 5 tools: Reading “Good To Great” by Jim Collins; conducting a Complete Ministry audit; participating in a demographics study; a Natural Church Development Survey; and by conducting Healthy Congregations Workshop. A complete summary of each of these activities can be reviewed by anyone interested in the reading them. This document is meant to serve as a summary of those summaries and is presented to show the results of each in a “strengths” and “challenges” format. We will also attempt to give a brief overview of the activity for clarification purposes and where necessary will define some of the terminology used in the process. We will also list the strengths and challenges we perceive from each exercise. This information will be used by the visionary team that will be selected to move to the next step of this process and by as many of the congregation as possible to help discern what God wants us to do with this information. We will be holding a 2-3 hour session to discuss this shortly after Easter. We ask that if you plan to attend that you consider 3-5 strengths and / or challenges that will need our attention in the next 3-5 years.

Reading the book, Good to Great by Jim Collins, familiarized us with the good to great concept used in the business sector. After reading this book the readers filled out a diagnostics tool where the concepts of the process were compared with our church. The book talks about eight concepts that are evident in companies that have successfully accomplished “great” status.

The concepts are:

1. Level 5 leadership which defines the types of leaders in “great” organizations
2. “First who, then what” which defines the way to choose people for tasks by determining the way they work within the scope of the vision
3. Confronting brutal facts describes a climate in the “great” organization where the truth about situations is heard and acted upon
4. The Hedgehog concept is the overarching vision that drives all the actions of the “great” organization;
5. A culture of discipline
6. The flywheel concept which explains how the organization, driven by the hedgehog concept steadily and in unison pushes the concept in all they do
7. Preserving the core, stimulating growth toward the goal
8. Clock building, not time telling, which urges the creation of a culture of enduring greatness.

We recommend this book or the summary of it be read by all.

Strengths

Leaders with level 5 potential
Empowering leaders
Good Vision/ mission
Keeping our core values
Good at staying focused

Challenges

No level 5 leaders
Empowering leaders
Vision / mission is not the key force of our activities
Selecting and cultivating level 5 leaders
Not everyone will be a happy passenger
Dealing with “that happened and I didn’t even know”
Not letting minimal complaints snuff the vision
What does God want us to do?

The Complete Ministry Audit was conducted by Easum, Bandy and Associates. It outlines several suggestions for the church in many areas. These need our attention in 6 months to a year.

Challenges

Sunday School (teachers, space)
Clarity around staffing
Times of the services
Having multiple services
Spiritual Discipline, spiritual growth of chosen leaders, daily life of the congregation
Better disciplining system

The Demographics Study was conducted by Percepts. It shows the demographics of a 10 mile radius around the church.

Strengths

Population is concerned with things the church is able to help with (marriage, children etc.)
Richer in people we attract from different areas
New facility gives us many possibilities
Our new building is changing our identity
Economic diversity reflective of community

Challenges

Who do we reach and how do we reach them?
Who needs to be saved?
Can't be everything to everybody
How are we reaching people to help them discover joy
Our new building is changing our identity
Busy lifestyles
How do we greet and react to people different than ourselves?
Reflecting the true character of our church regardless of season (what can we do that's extraordinary in August?)

The Natural Church Development Survey rated our church in eight qualities used by God to build his church. The qualities are empowering leadership, gift based ministry, passionate spirituality, effective scriptures, inspiring worship services, holistic small groups, need oriented Evangelism, and loving relationships. MUMC is in the upper range of average and passionate spirituality was our lowest minimum factor.

Strengths

Clear minimum factor
Empowered leaders

Challenges

Understanding passionate expression

The Healthy Congregation workshop helped us to see our church through examples acted out in a video and gave us some useful tools for working through situations of many kinds.

Strengths

Community Involvement
Outreach
Have Fun
Unwavering faith
Plan for changes
Not reactive
Experienced in managing change

Challenges

Trusting one another
Trusting leaders

Good to Great Summary Report

Good to Great is almost entirely about people. Get the right people in the right places in your organization; disciplined people engaging in disciplined thought and taking disciplined action. Once you've assembled a team of such people, including Level 5 leaders, then you can identify your goals based on an understanding of; 1.) what you can be passionate about, 2.) what you have the potential to be great at, and 3.) what fits within your economic denominator, i.e. your key resources. Here's how we stack up in the 8 concepts discussed in the book.

- * 1.) **Level 5 Leadership**; we currently have no level 5 leaders in position, nor do we cultivate them. We do have potential level 5 leaders among us. We have too much personal will prevailing over finding the best solutions. Too much coercion and convincing going on - we must put the mission first. Ask, "Is it God's will or ours?" We also need a relational covenant to govern how we relate to each other and outsiders.
- *2.) **First Who, Then What**; we currently do this backwards. We should consider a person's spiritual health as a major factor in the selection process. We need a much more involved selection process. If we don't find the right person we don't fill the position. Recognize the need to cultivate successors and get excited about it. Be "relentless not ruthless" in people decisions. Our method of making people changes needs to be vastly improved.
- *3.) **Confront the Brutal Facts**; we fail miserably here. We absolutely **MUST** create a climate where the truth is heard and **ACTED UPON**. Get the data, face the facts, never give up!
- *4.) **Hedgehog Concept**; what is our vision? We need to

answer the 3 questions listed earlier - only then can we decide where to go. We must have a simple, coherent, strategic concept that we pursue with relentless consistency. Should the Methodist Discipline be our framework or do we need more modern rules to live by? What's our plan for the next 5, 10 and 25 years?

*5.) Culture of Discipline; we need a shift at the top - our top

leader (Pastor Tom) needs to allow the move to program size

church to happen. We need to manage the system, not the people. "Freedom and responsibility within a framework."

*6.) Flywheel vs the Doomloop; we need to increase our ability to be consistent over time - dependant on getting a Hedgehog Concept.

*7.) Preserve the Core, Stimulate Growth; we need a a real definition of our core values and to then set a BHAG (big, hairy, audacious goal) according to God's will for our church.

*8.) Clockbuilding, not Timetelling; we need to create a culture of enduring greatness through developing successors,

facing our current reality and never giving up. We must also build in Red Flag mechanisms that prevent us from ignoring the facts!

The general health of our church is good, as we already knew.

To become great will require much work, significant challenges

in the area of leadership and creating a different culture - one

of discipline, determination and focus. It will require our staff to stop driving the bus and become happy passengers. We must embrace the idea that GOOD leadership isn't anything like GREAT leadership. As a church we will always have a

place for everyone, but the positions of leadership must reach
a new level for us to become great.

GOOD TO GREAT

(Condensed Version of Individual Worksheet)

“Big” does not equal “Great”

How do we go about achieving greatness?

- (1) **Disciplined People:**
You start , as with all new building projects, with a foundation, and this comes about
In stages.

In the First Stage: Disciplined leaders are needed to do whatever it takes for the cause.
- (2) **Disciplined Thought:**
That no matter the difficulties.....unwavering faith will prevail. This takes good
Decisions and driving passion.
- (3) **Disciplined Action:**
The disciplined people in disciplined thought.....take disciplined action.
Taking no “One Killer” innovation, but a relentless pushing forward in one direction.....
Until a breakthrough.
- (4) **Building Greatness To Last:**
Keeping the core values....the “what we stand for,” (which should never change)
And the “how we do things”.....(which should never stop changing).
All of this translates intothe “BHAG’S” “Big Hairy Audacious Goals.”

OKAY, IT’S ONWARD AND UPWARD:

The following ideas, thoughts, and concepts, are what I perceive from the time I have
Become an active member of this congregation.

My thoughts: We do not need to be big to be GREAT.
We should be concentrating on how much of an impact we have on our own congregation
As well as the community in which we sit. Hopefully the steps that we are now taking,
Will help us to find some answers , other than just in our immediate neighborhood and
In our global missions.

It is where we put our strengths.....not the number of strengths we are putting “out there.”

On page One, I outlined the four Basic Steps for growth.

These four principles, should be the criteria in building our church from Good To Great.

The Diagnostic Tool Worksheets.....are just that.....a tool to see where we stand in Our strengths and weaknesses.

Depending who is filling out this worksheet.....different opinions will prevail.

Let me explain.

If you have worked on one committee or several, your answers are going to range the gamut From;

- (A) Those committees that you served on.
- (B) Those on the committee that you worked with, and
- (C) The goals and end results of those committees.

Also: If you have happened to have had the opportunity to speak with several people in our congregation, (of all age groups), you will discover many different Opinions as to what has made us good.....to this point.....and areas that we Need to remember, that didn't work, (especially those who have been members For a good number of years).

Most of the questions on the Diagnostic Worksheet, are geared to businesses. As we are more in the social sector scheme of the community , our thinking should be first and foremost , relative to our churches' mission within this context.

The Good To Great team, as it advances through it's stages.....would more than likely be Able to answer some of these questions , poised on the worksheet, a little more comprehensively.

We all hope that we will find ourselves on the "Flywheel" side of the page, as described in the Good To Great Book. That building Greatness never happens in one fell swoop. It may just come Sneaking up on us the way the tortoise plods along, with one mission in mind, one mission at A time.

The "flywheel" requires hundreds of pushes to turn any "Big" decision into a successful mission.

CONCLUSION"

Towards the end of the worksheet, there is one paragraph that I think sums up the "Trip" We are about to take.

"If we look at the BIG picture it will look insurmountable, but if we start with intermediate objectives.....our mission(s) will be more attainable.

Now it's time to determine which goals or objectives we want to start with.

N....EX....T

Submitted by Priscilla Abdinoor

Level 5 Leadership

Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious – *but their ambition is first and foremost for the institution, not themselves.*

What level are you? 1, 2, 3, 4, or 5...

The term Level 5 refers to the highest level in a hierarchy of executive capabilities that we identified in our research (see below). While you don't need to move in sequence from Level 1 to Level 5 – it might be possible to fill in some of the lower levels later – fully developed Level 5 leaders embody all the five layers.

Level 5 – Executive

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Level 4 – Effective Leader

Catalyzed commitment to vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

Level 3 – Competent Manager

Organizes people and resources towards the effective and efficient pursuit of predetermined objectives.

Level 2 – Contributing Team Member

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

Level 1 – Highly Capable Individual

Makes productive contributions through talent, knowledge, skills and good work habits.

From JimCollins.com

Summary of the Complete Ministry Audit Findings Easum, Bandy & Associates

Worship suggestions

- Joys & Concerns is too long and cumbersome for a church our size, and for bigger churches. There are other ways to accomplish this.
- Consider switching the time of the services. Contemporary is the service of the future and needs to be a focal point on Sunday mornings.
- Chancel choir should sing all 52 weeks per year.
- Keep service times and Sunday school the same all year around.

Other

- Controversy is not dealt with openly.
- Need to have a conversation around why are people unhappy.
- Decide if we are going to be a bigger church. If yes, then there are necessary changes coming.

Reaching the unchurched

- Pastor needs to contact all new families within the first 24 hours of their visit.
- Need a volunteer or staff member to concentrate on assimilating new members.
- Visitors are not put on the newsletter mailing list the 1st week.
- Need visitor parking.

Sunday School

- Every classroom is in use. 2 are at 80% capacity or more. There is a need for either more space, a 2nd Sunday school, or starting a small group ministry that meets in homes. Of the three, the small group ministry is usually the most productive if it is staffed.
- Sunday school needs to continue during the summer.
- Nursery attendance needs to be kept.

Staffing

- We are not currently staffed for growth.
- Staff needs to be equippers.
- Pastor needs to rely on lay leaders more.

Equipping and nurturing system

- Need to establish an intentional ministry that nurtures and equips laity to minister to one another and visitors.
- Lay Pastor's would be great.

Finances

- Monthly statements of giving vs. pledge should be sent out.
- Someone should analyze the giving patterns on a quarterly basis.
- Develop a brochure that describes areas in which people can donate money.

Discipling System

- Need to start a discipling system that includes assimilation, discovery, deployment and coaching
- Equip members to serve in ministry, not committees
- Need leaders covenant and/or development strategies.
- Consider ministry teams being led by lay pastors.

Bob Levesque, Pastor Tom and I met to talk about this report, and we had many comments about it that did not directly come from the report, but brought up other issues for us. We think they are important enough to include in our G2G talks. Here are some of the main points:

- We need to be Bible based. We don't want to lose that to bring in the unchurched.
- There is a need for our leaders, staff and lay leaders, to continue to grow in their faith, and to practice the spiritual disciplines. Maybe it is time for a leadership covenant.
- We need a better discipling system for our members, particularly with our new members. We don't want to put people into committees and ministries before they are spiritually ready. We are not a service organization just trying to do good.
- The pastor needs to rely on the lay leadership. There are things that our lay leaders could and are willing to do. With more training, we could mobilize our lay leaders to the benefit of the congregation, the pastor, and the leaders themselves.

Demographics Summary

The Demographics Study by Percepts provides a lot of information. It could even be considered overwhelming. In order to come to grips with the information we took an approach that would fit into what we would need to use for a Good to Great Church.

The primary lifestyles segment surprised me. The ten mile radius was represented as more affluent then I expected and there was not a lot of diversity. Although the lifestyles surrounding the Oval and the area around State Highways 12 & 31 are as I expected.

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The combined percentages of the Survivors (ages 26 to 46 – 28.7%) and Boomers (ages 47 to 64 – 25.5%) is more than half of the studies population so the household concerns for the area are correctly reflected. The household concerns are:

- Aging Parent Care
- Retirement Opportunities
- Finding Life Direction
- Satisfying Job/Career
- Parenting Skills
- Time for Recreation/Leisure

Another aspect that I looked at was the number of individuals not involved with faith. Using 2.67 persons per household, there are approximately 64,708 individuals not involved in faith. With the study showing that 6.5% of the households in the study preferred the Methodist religion that means that there are approximately 10,675 individuals that we could reach.

This is just a slice of information that you can garner from the data presented in the study.

Pin sizes

- Each large push pin represents 5 family units.
- Each map pin represents one family unit

For example, enlarged Milford only map has 14 yellow push pins and two yellow map pins for a total of 72 family units

Pin color

- Listing below shows pins by color to define certain parameters

For example, Yellow represents the family units who were members & regular attendees before June 2005, the month new church building was occupied

	Yellow = members & regular attendees before 7/2005	Red = visited since 7/2006 but did not return	Blue = Visited since 7/2006 and keep coming back	Green = Visited since 7/2006 and joined	White = started coming at the Boys & Girls Club
Milford	72	30	21	18	4
Francestown	1		1		
Amherst	11	9	3	1	
Mont Vernon	5	4	1		1
Merrimack	3	4	2	1	
Greenville	3			1	
Lyndeboro	4	1	3	3	
Wilton	4	4	2	3	
Hollis	3	2	1		
Brookline	5	3	2		1
New Boston	1	3		1	
Greenfield	1	3	2		
Temple	1	1			
Nashua	3	3	1		
New Ipswich	1	2		1	
Goffstown				1	
Mason		1			
Bedford		1			

Notes from the Percept Demographics study:

- Population of 10 mile radius – 167,413
- 23% increase in population since 1990
- 5.2% increase expected in next 5 years
- Currently largest ethnic group is Hispanic – 2.6%, but Asian is projected to grow most in next 5 years (specifically Indian)
- Mostly 2 parent families
- What is important to families in this area:
 - Time for recreation/leisure
 - Finding life direction
 - Retirement opportunities
 - Aging parent care
 - Satisfying job/career
 - Parenting skills
- Somewhat low faith involvement
- Average income of 10 mile radius - \$89,262
- Lifestyles:
 - Prosperous new country families
 - Traditional affluent families
 - Suburban mid-life families
- 52.3% of adults are college educated, 36.6% post graduate
- 69.2% white collar
- 77.3% own home
- 51% live within 10-29 minutes from work
- 56.3% of households are affluent families
- 39.4% not involved with their faith, 38.7% Catholic, 11.3% not interested or no preference in faith
- 79.6% wants a leader who works with them on deciding what to do and help with that decision.
- Concerned with personal health, aging parents, good schools, long term financial security and stress

Prosperous new country families

- ¼ in non-urban areas, but able to commute to urban area
- Lots of children
- Above average household size and income
- Car ownership – own 3 or more vehicles
- Own garden and power tools
- Faith interest below national average
- Believes a health environment is a national crisis
- Does not believe church and religious organizations should provide human services
- Religion:
 - Orthodox
 - Congregational
 - Episcopal
- Primary concerns are:
 - Parenting
 - Marriage
 - Finding life direction
 - Educational objectives
 - Retirement
 - Aging parent care
- Contribute to charities, but not churches
- Asked what church programs they prefer:
 - Marriage enrichment
 - Parenting

- Day care
- Cultural and youth social programs

Traditional Affluent Families

- Wealthiest households in American, 3 times the national average
- Own their own homes, college educated, 40-64 in age
- Go to church, but don't believe in God or that God is active in the world
 - Jewish
 - Orthodox
 - Presbyterian
 - UU
 - Congregational
- Primary concerns
 - Social injustice
 - Aging parent care
 - Time for recreation/leisure
 - Finding life direction
 - Retirement opportunities
 - Long-term financial security
- Believe US should open its doors to all people, not threatened by US changing ethnic/racial face
- Rely of self, not leaders
- #1 contributors to churches, colleges, charities
- What they want from a church:
 - Cultural programs
 - Active retirement programs
 - Adult theological discussion groups
 - Intellectual worship
 - Emphasis on global mission

Suburban Mid Life Families

- Median income, 35-69 in age, own home, many receiving retirement income
- Below average faith involvement
 - Congregational
 - Catholic
 - Presbyterian
 - Orthodox
 - New Age
 - UU
- Primary concerns
 - Childcare
 - Time for recreation/leisure
 - Retirement opportunities
 - Parenting
 - Long-term financial security
- Above average contributors to church, charities and schools
- Want from church:
 - Divorce recovery program
 - Marriage enrichment
 - Parenting
 - Participatory music

Natural Church Development Survey Summary

“The church is people. What determines the health of a church?
The health of the heads, hands, and hearts of those people.” C. Schwartz

Natural Church Development (NCD) is an international, interdenominational, intercultural approach to church development.

The NCD survey taken by 30 church members in October 2007 revealed the following results. As researched by NCD, these eight quality characteristics are used by God to build his church.

Empowering Leadership	54	
Gift-based Ministry	60	
Passionate Spirituality	44	(lowest minimum factor)
Effective Structures	58	
Inspiring Worship Services	58	
Holistic Small Groups	57	
Need-oriented Evangelism	54	
Loving Relationships	59	
 Average	 56	

Survey results: 50 is the median score or “average.” Seventy-five percent of churches score in the range of 35-65. So MUMC is in the upper range of average.

MUMC’s lowest minimum factor is passionate spirituality. What is passionate spirituality? It is the degree to which faith is actively lived out with commitment, passion, and enthusiasm. This is what sets growing churches apart from non-growing churches (fully Bible centered – fully spirit filled – fully worldly). NCD’s definition is “Effective ministry flows out of a passionate spirituality. Spiritual intimacy leads to a strong conviction that God will act in powerful ways. A godly vision can only be accomplished through an optimistic faith that views obstacles as opportunities and turns defeats into victories.” Four main areas of passionate spirituality are: Experiencing God, Passion for church, Passion for devotions, Spiritual interconnectedness.

Some key questions:

What is going on in the spiritual leadership of our church?
If you could change one thing about the spiritual leadership, what would it be?
What has made the biggest difference in your relationship with Jesus Christ?

Note: All different denominations who have applied NCD principles to their own theological and spiritual traditions have experienced highly encouraging results. These principles should be shared and applied to our personal lives and the life of our church.

Summary of the Healthy Congregations Workshop

This workshop lead us through some concepts about congregations and what makes them tick. Much like families, the church congregation deals with a diverse merging of people who react to the events of church life through their experiences and situations from their individual lives. I saw reflections of our congregation in many of the examples. I got many ideas to use in the way I might react in some of my interactions with my church family. I believe the workshop was very informative and taught us some traits that will help make our congregation stronger.

General Take Aways

1. Resistance to change is inevitable
2. Staying grounded in Christ is key
3. Manage yourself
4. Recognize that others will adapt
5. Coach those with the greatest capacity for strength
6. Encourage leaders to stay the course
7. Triangles (emotional) vs. Triads (helpful with encouragement of ownership of issue)
8. Balance between individuality and togetherness
9. Don't set agendas by crisis
10. Avoid quick fix mentality
11. Keep the vision clear in all things

These things are more easily achieved when:

1. The change is in line with a vision or the church's deepest beliefs and these are used as a standard against which all activities are measured. This keeps congregational integrity.
 2. Leaders function as guardians of the vision / mission.
 3. Leaders clarify beliefs, calmly state beliefs and take action on those beliefs
 4. We form clear statements of the vision and what we expect from actions done in conjunction with it.
 5. We recognize there is value in working with adversity rather than trying to stop it.
- Someone said, " We have nothing to worry about. We read the ending and we win. "*

CHANGE: What we should expect			
Leaders	Members	Leaders	Members
Clarify Beliefs	You're wrong	Stay the course	Accept New Stance
Calmly State Beliefs	Change Back	Stay connected	Start Same process
Take Action on Beliefs	Change Back or else	Stay Calm	

The workshop challenged us to look at the strengths of our leaders and our congregation. This list itemizes those strengths. There were 3 separate groups responding. This list should also move us to the task of thinking about and documenting our weaknesses. I believe it would be a good exercise for the diagnostic team to undertake.

Strengths	
Congregation	Leaders
Community Involvement	Open Minded
Variety of programming	Diverse (less generational)
Technology / use of material	Good listeners
High involvement / participation in programs	Committed
Diversity in experience, areas, generations, socio-economic	Create culture and allow new programs to flourish or fail
Set and keep goals	Determined
Comfortable expressing differences	Willing to welcome new people
Communicate openly	Communicate
Share information	Have most all the traits of the congregation
Calm	Calm
Deliberate (take their time)	"Can do" attitude
Anticipate resistance	Recognize and name problems
Recognize problems and solve them	Clear on mission and stick to it
Problems become opportunities	Take their time
Empathetic	Give people time
Clear on mission	Playfulness ("Still discovering the joy!")
Friendly	Humor
Welcoming	Acceptance
Accepting	Open to different ideas
Playful	
Lots of gifted people	Respectful
Willing to accept new people	There is give and take
People not pressured to accept responsibility too soon, allowed to settle in	Political and social interests not pushed on others
People can say no when asked to do things	Leaders are servants too
Comfortable inviting friends to church	Leaders are people too
Mission and Outreach	Lay people are willing to work hard
There are many children here and they are happy to come	Focus on who would be good in certain jobs, not just a warm body
Generous	