



South Eastern Baptist Association

Leaders and Ministers Conference

Nick Cuthbert

Handling and Leading change





HANDLING CHANGE

Realising new outcomes with people successfully

Conference Goals

- Help us to participate in and lead significant change
- Provide awareness and frameworks
- Help us address the most significant risk area - people's response



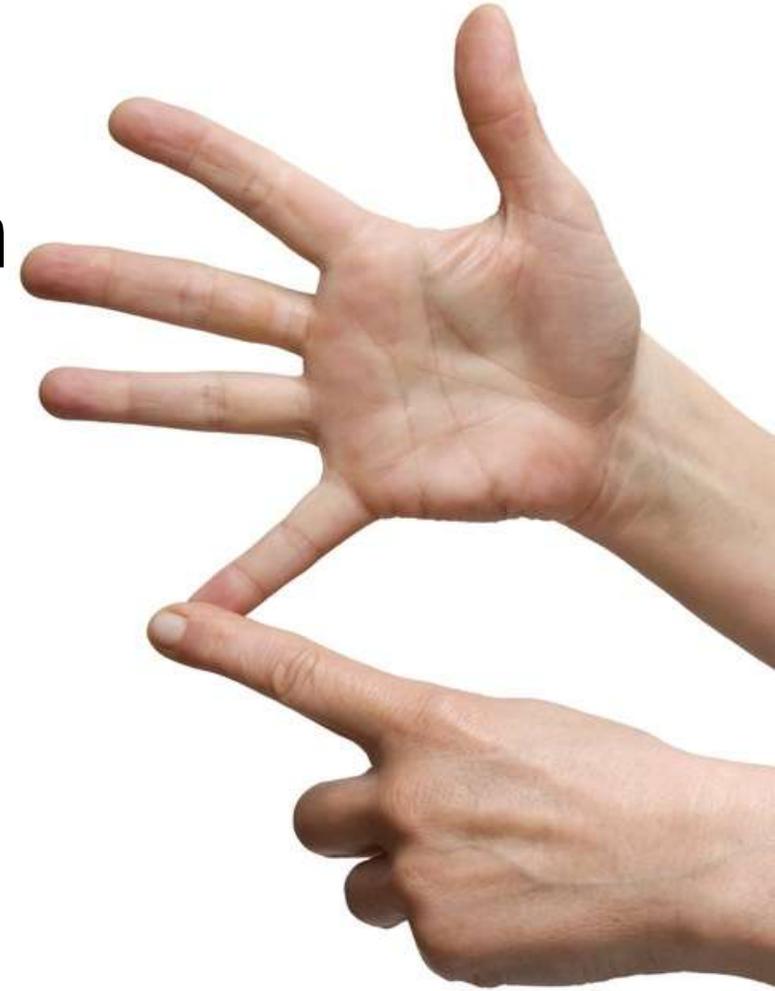
GETTING THE BEST...

- Approach the time with a specific change in mind
- Go away and practice - in 'easier' situations
- Reflect with each other
 - Use the tools
 - Take note not just notes
 - Ask and discuss



AGENDA

- Change - its nature & pattern
- Leaders and their role
- Process and getting going
- Handling resistance



change

is

difficult.

not

changing

is

fatal.



“The Church is essentially en route, on a journey, a pilgrimage.

A Church which pitches its tents without looking out constantly for new horizons, which does not continually strike camp, is being untrue to its calling.....

It is essentially an interim church, a church in transition, and therefore not a church of fear,

but of expectation and hope; a church which is directed towards the consummation of the world by God... “

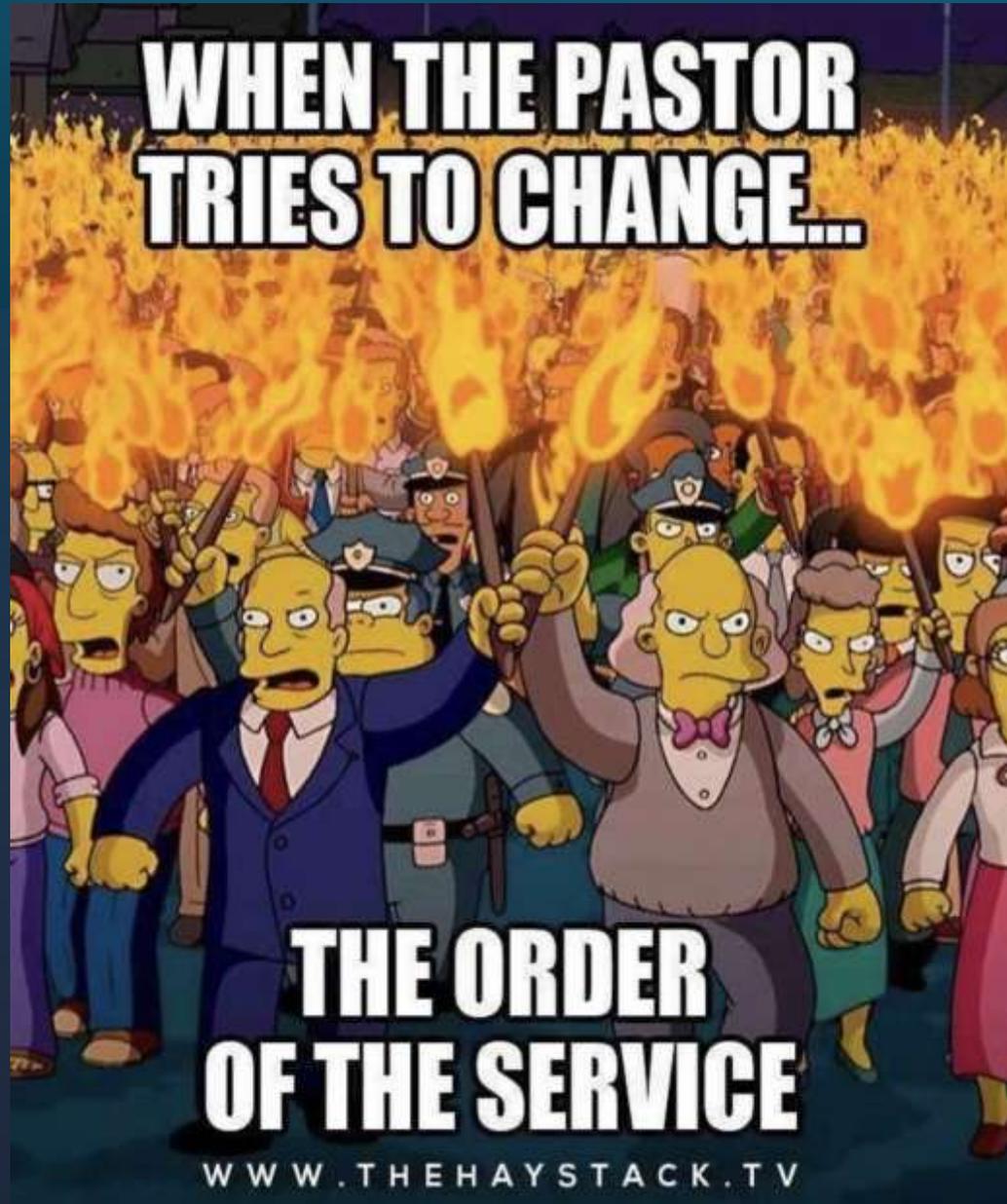
Hans Kung

CHANGE IS
HARD AT FIRST,
MESSY IN THE MIDDLE &
GORGEOUS AT THE END.

ROBIN SHARMA

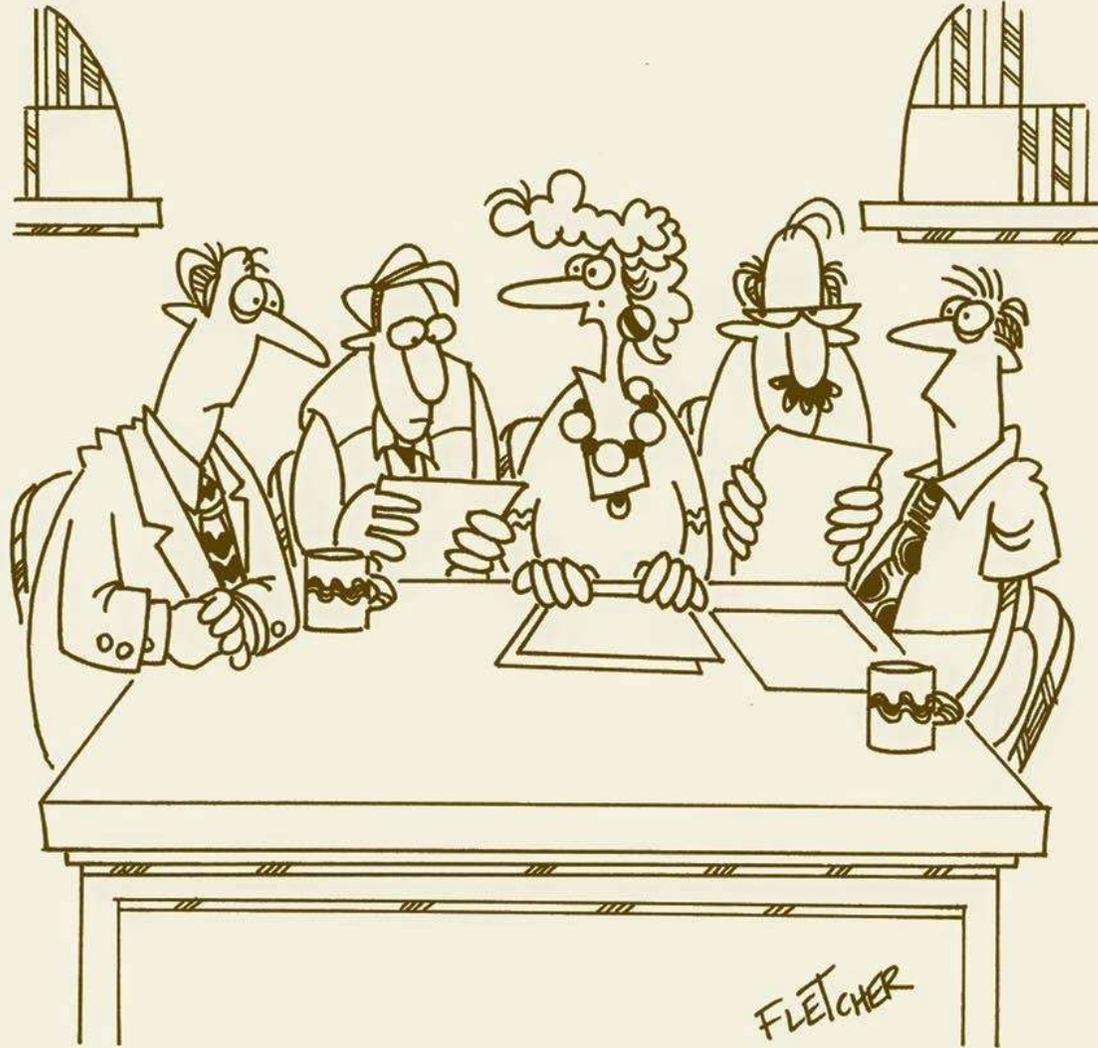


**WHEN THE PASTOR
TRIES TO CHANGE...**



**THE ORDER
OF THE SERVICE**

WWW.THEHAYSTACK.TV



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"We're hoping you'll lead us on a journey of transformation without requiring any real changes."

CULTURE

DON'T FAIL!

FAILING IS LEARNING

FAILURE IS PUNISHED

BLAME

???

FAIL

TRY!

BETTER TO DO ALWAYS THE SAME

PUT YOUR HEAD ON THE LINE

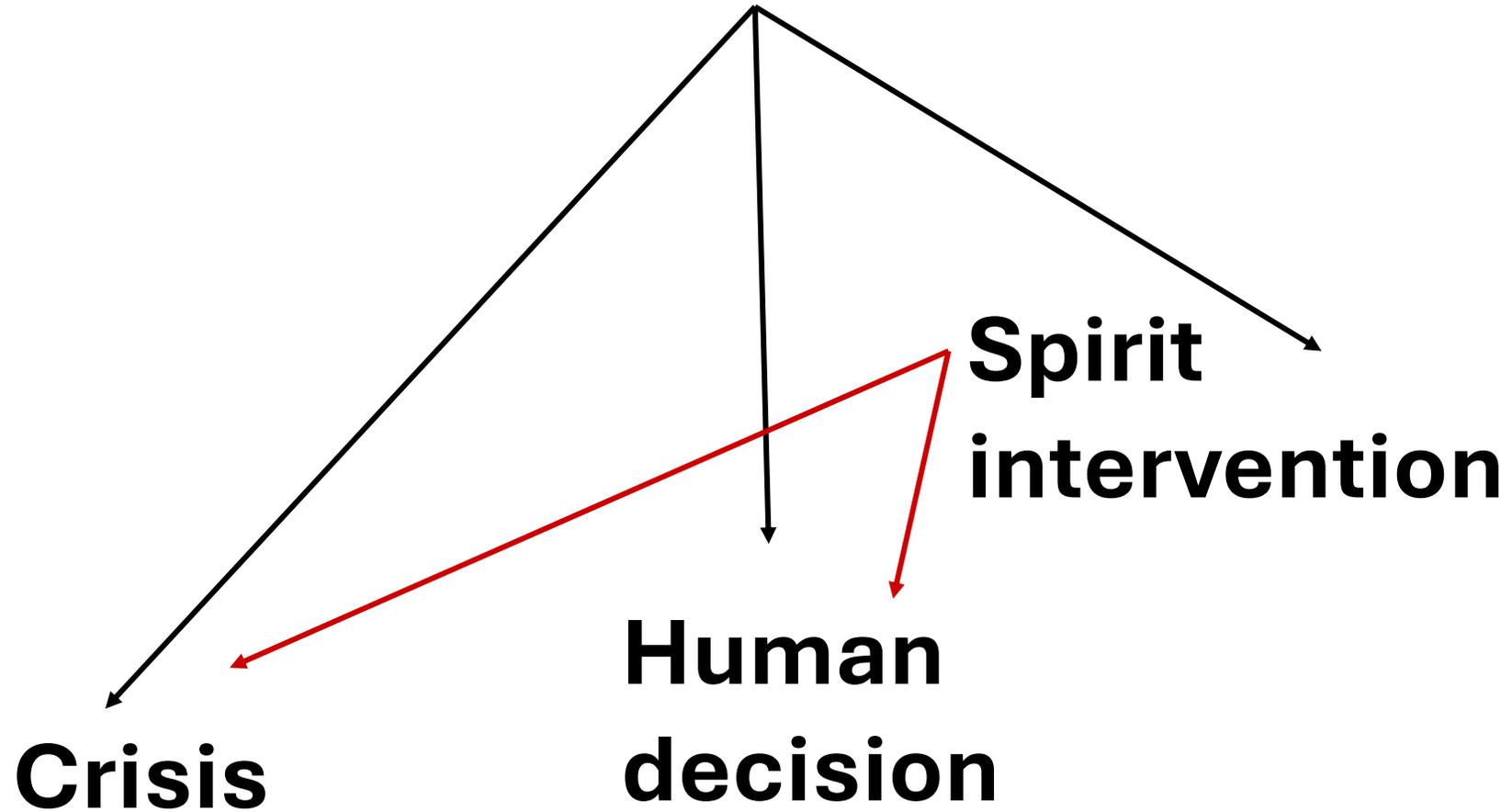
INITIATIVES ARE REWARDED

FAILING IS OK



Change is not necessarily a linear progression

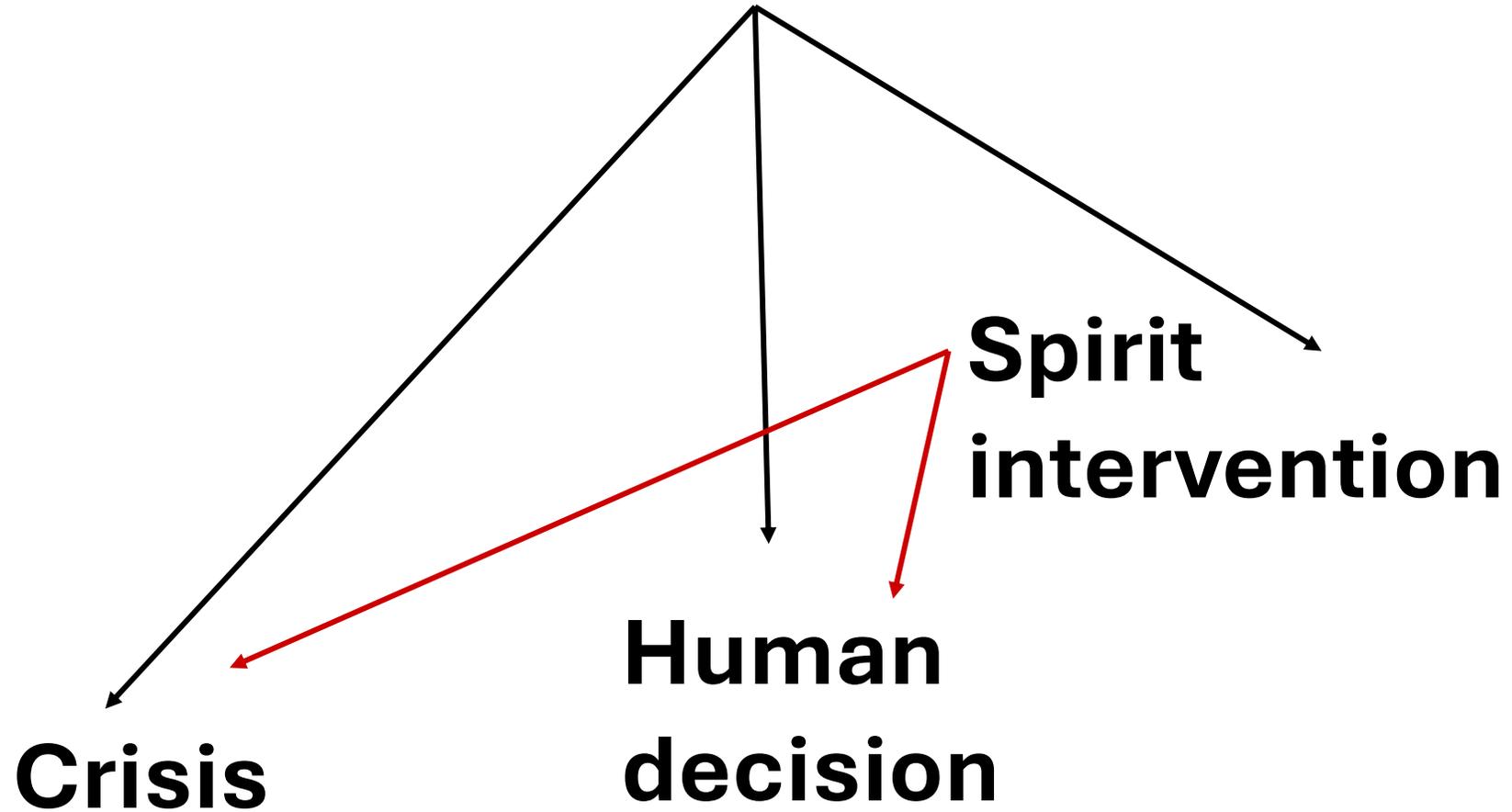
Change in NT



***“Never let a
good crisis go
to waste”***



Change in NT



EXERCISE

Think of a change...

What were the
biggest challenges?



WHAT IS CHANGE?

Service times

Reordering

New service
format

New carpet

Stopping an
activity

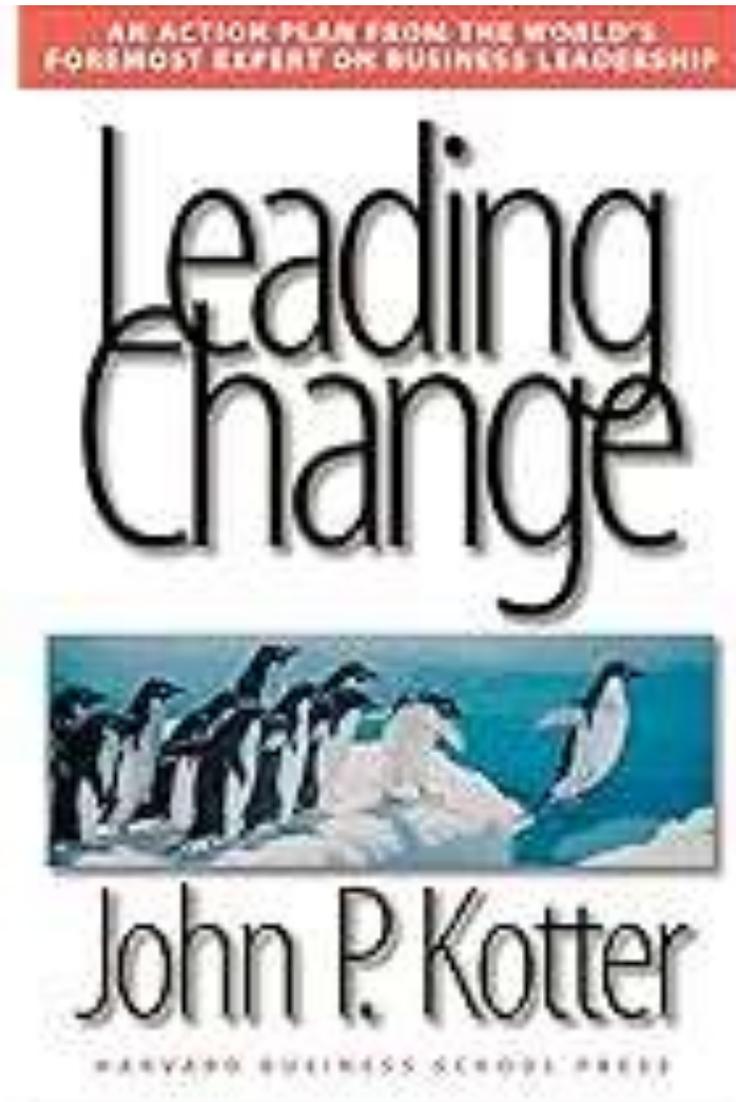
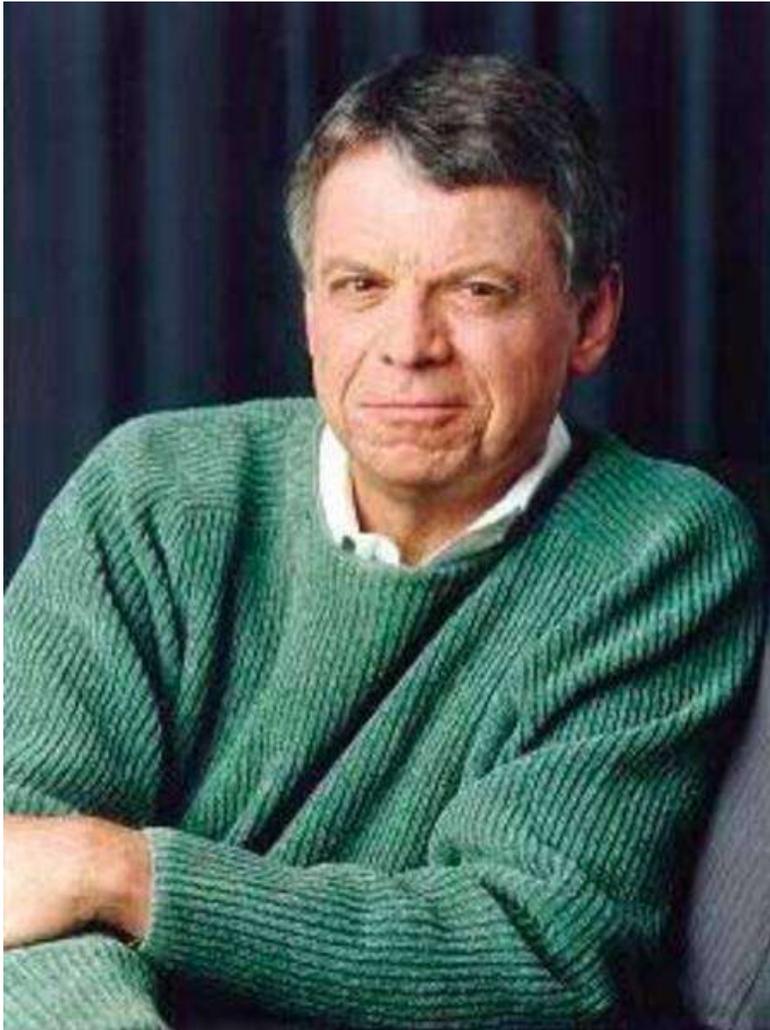
Staff changes

Developing a
missional culture

New
building

Developing a
leadership team

John Kotter



AN ACTION PLAN FROM THE WORLD'S
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change



John P. Kotter
HARVARD BUSINESS SCHOOL PRESS

Why changes fail (kotter)

- To much complacency
- No guiding coalition
- Underestimating the power of vision
- Under communicating vision by factor of ten
- Allowing obstacles to block vision
- Failure to create short term wins
- Declaring victory too soon
- Not anchoring change into the culture



SESSION 1
Why change and
understanding
change

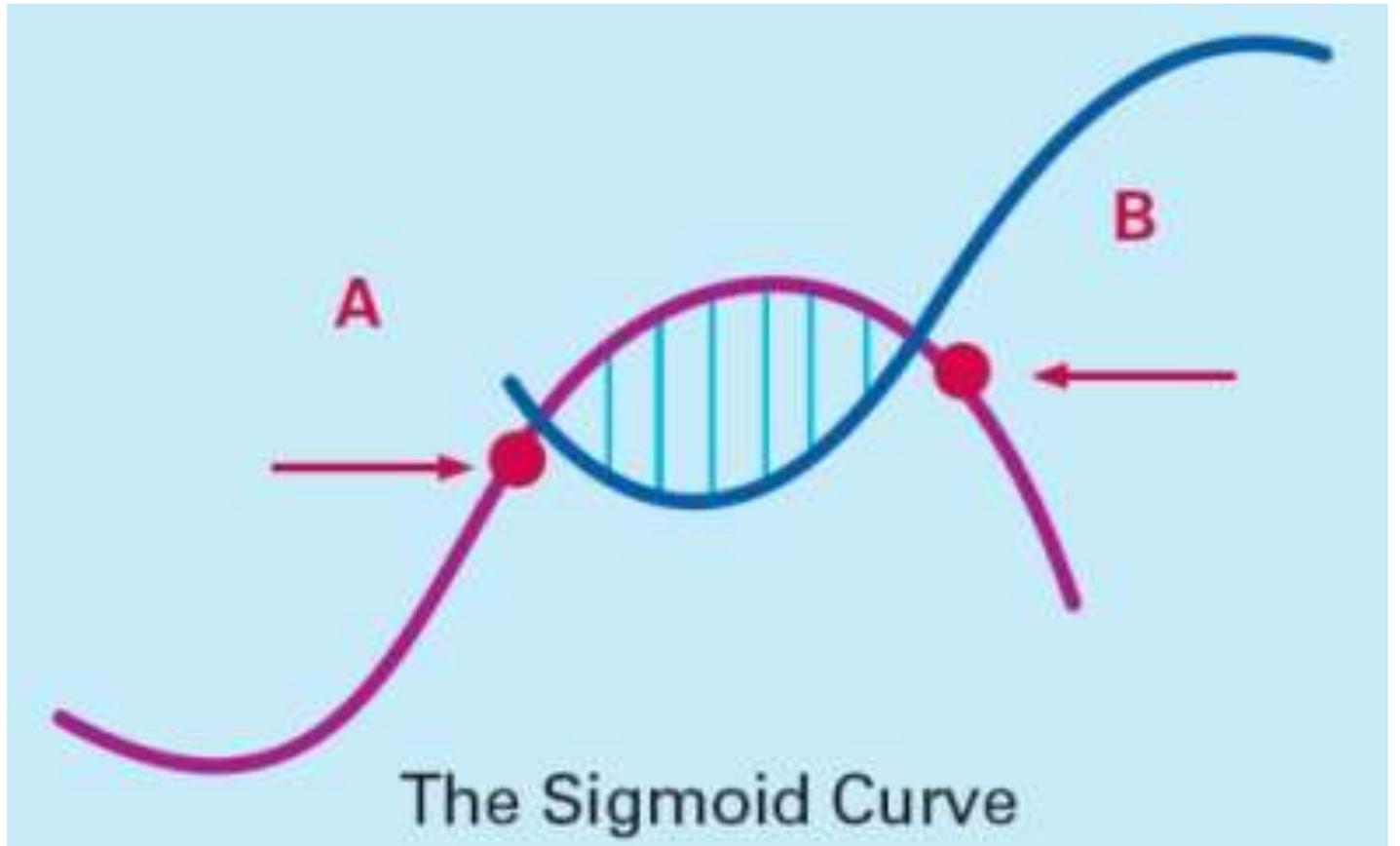
Key questions every leader must ask

They all will lead to change



- **WHY?...**do we exist
- **WHAT?..**is important to us
- **WHERE?..**do we think we are going
- **HOW?...**will we get there
- **WHO?...**will get us there

Growth
curve



Break through the growth barriers

- **Leadership**
- **Buildings/space**
- **Focus**
- **Assimilation**
- **Sunday
centricity**
- **CULTURE**





“ Culture eats strategy for breakfast”

Jill Garrett

Every church has a culture shaped by.....

.....its history

.....its leadership

.....its influencers

.....its dominant families

..... Its denomination

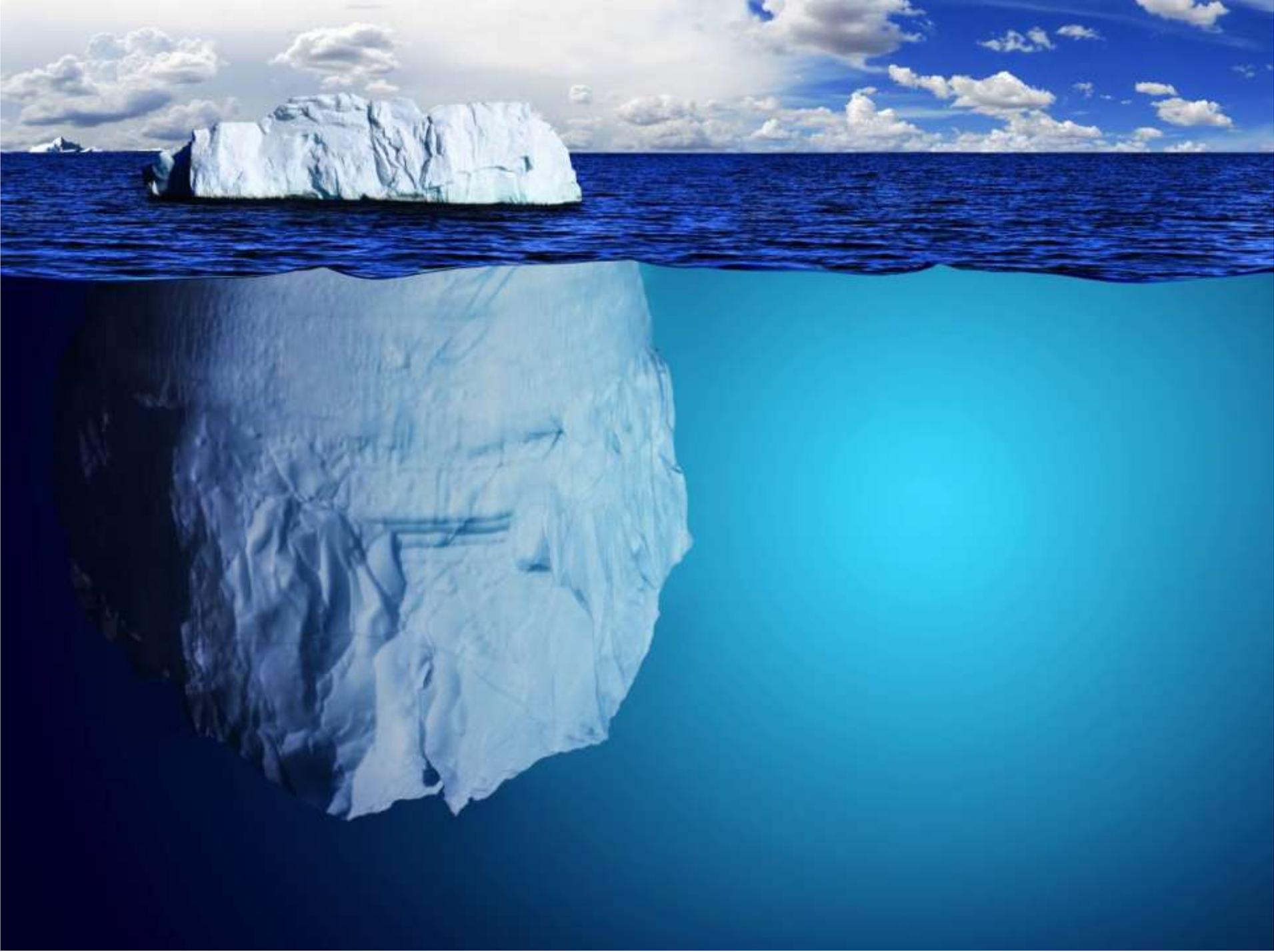
These create a helpful or toxic culture

They either promote or hinder fulfilling purpose



Behaviour

Changing culture is hard and takes time





Behaviours

Mindset

Values

Purpose

If culture is ‘how we do things around here’,

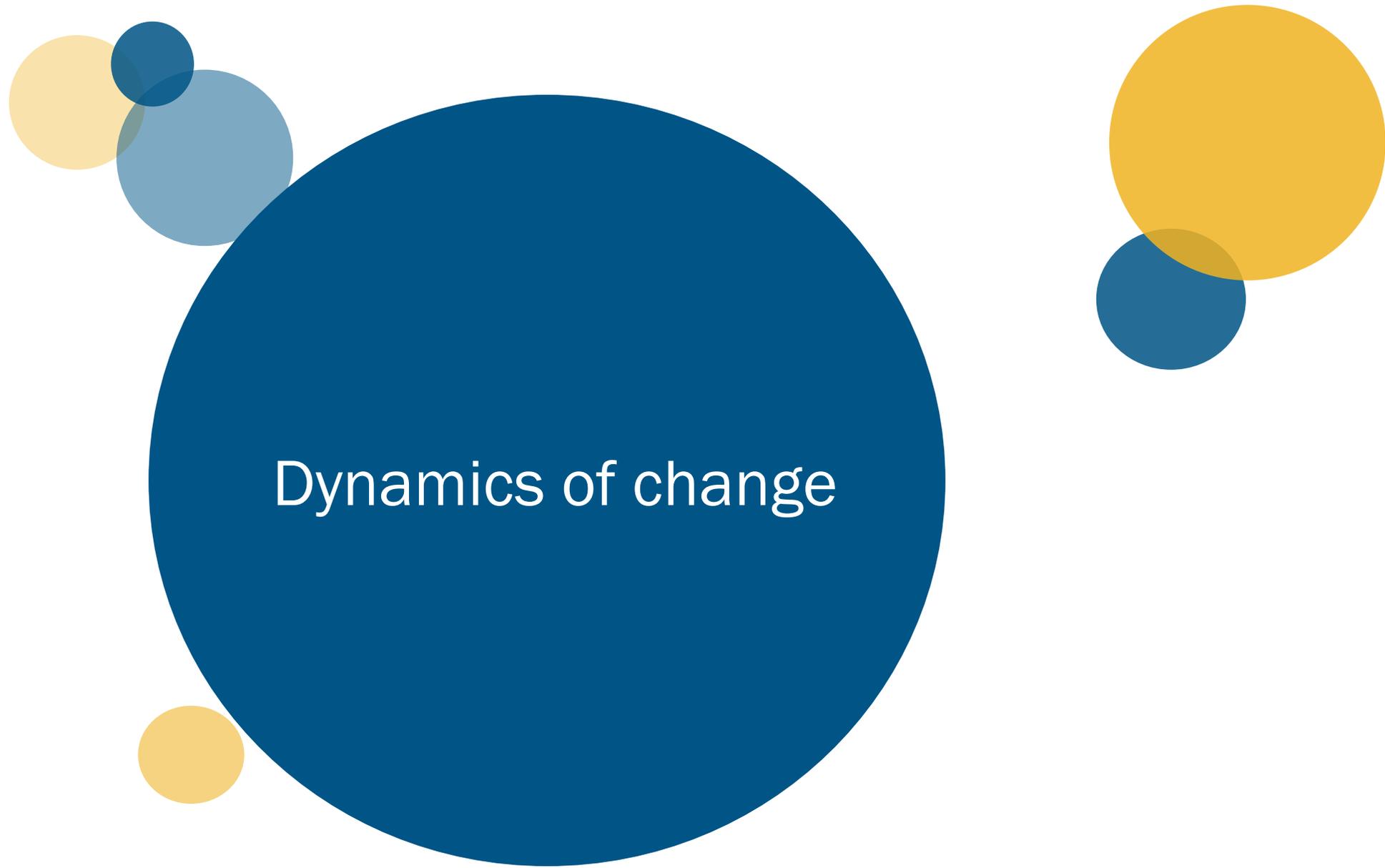
- Gradually drop what is alien to the new culture
- Start doing things differently
- Be consistent and persistent
- Give people time to ‘feel’ the new culture

WHAT THREE WORDS

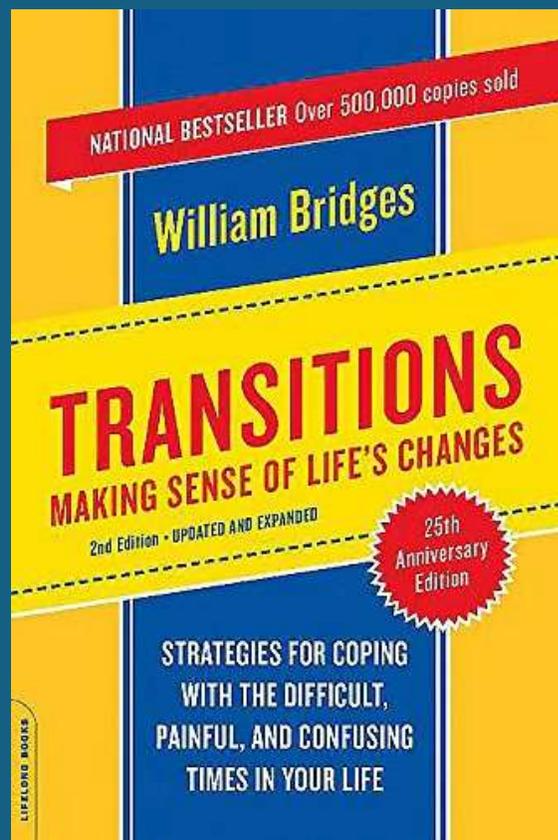
- Describe the predominant culture of your church?
- Do they hinder or help fulfill your purpose and vision?
- What words would you like them to be?

PEOPLE JOIN
CHURCHES
BECAUSE
THEY LIKE IT
THE WAY IT IS





Dynamics of change



It isn't the changes that do you in, it's the transitions. Change is not the same as transition. Change is situational: the new site, the new boss, the new team roles, the new policy. Transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal

— *William Bridges* —

AZ QUOTES

PATTERN of CHANGE

The present state



Transition



The future state



‘Human minds need cognitive stability and any challenge of a basic assumption will release anxiety and defensiveness.’

E Schein



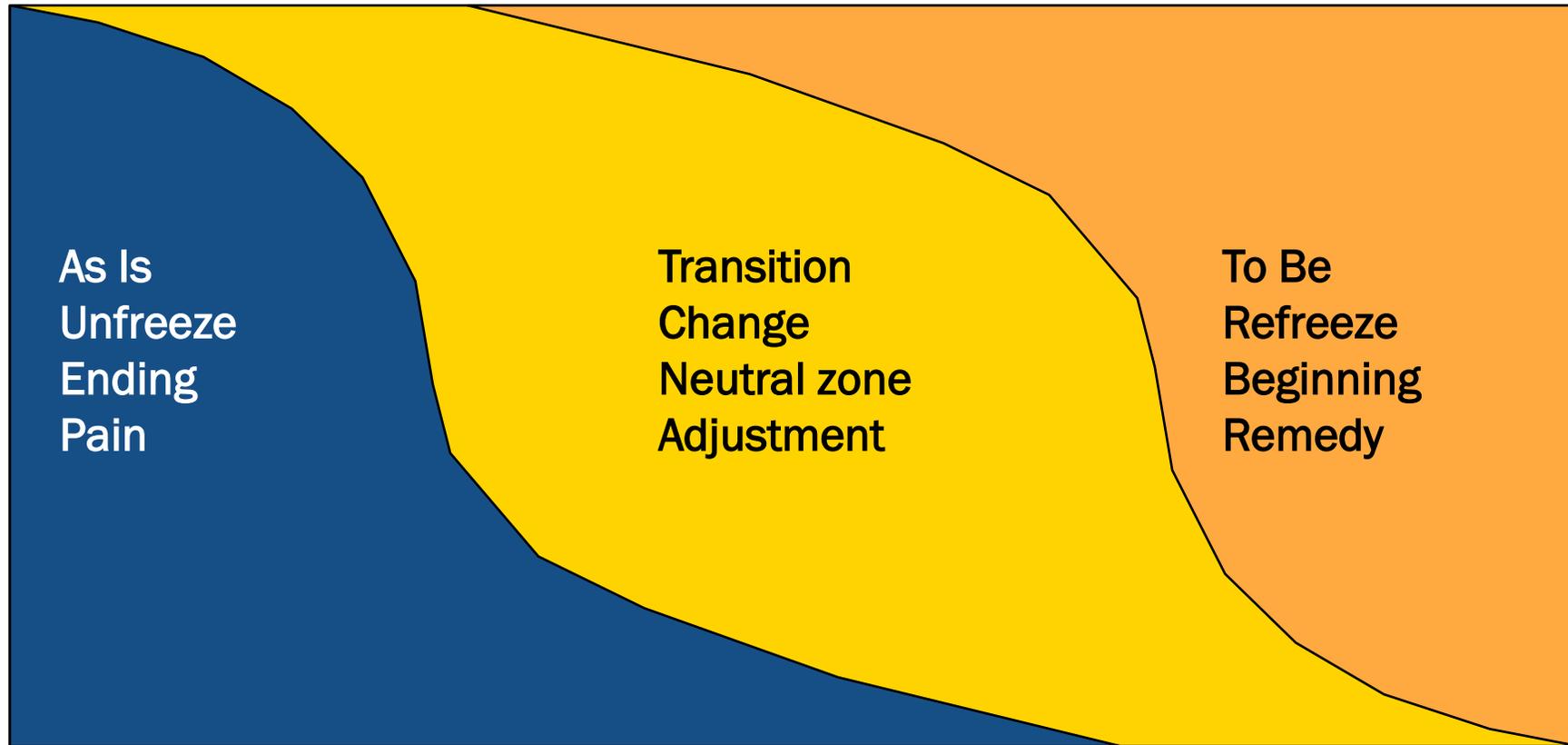
CHANGE

- External
- Is at a point in time
- Fact based
- Easy-ish
- Happens regardless

TRANSITION

- Internal
- Is a journey
- Fact and feelings
- Tough!
- Needs acceptance

PATTERN of CHANGE



- Three overlapping phases - varied speed

The equation of change

$$P = A \times B \times D > C$$

P = Probability of success

A = Dissatisfaction with status quo

B = Clearly defined attractive end state

D = Steps along the way

C = Perceived cost

Weighing the **perceived** cost



$$P = A \times B \times D > C$$

Dissatisfaction with status quo



Process of creating change (Kotter)

- Establish a sense of urgency (need)

Process of creating change

- Establish a sense of urgency (need)

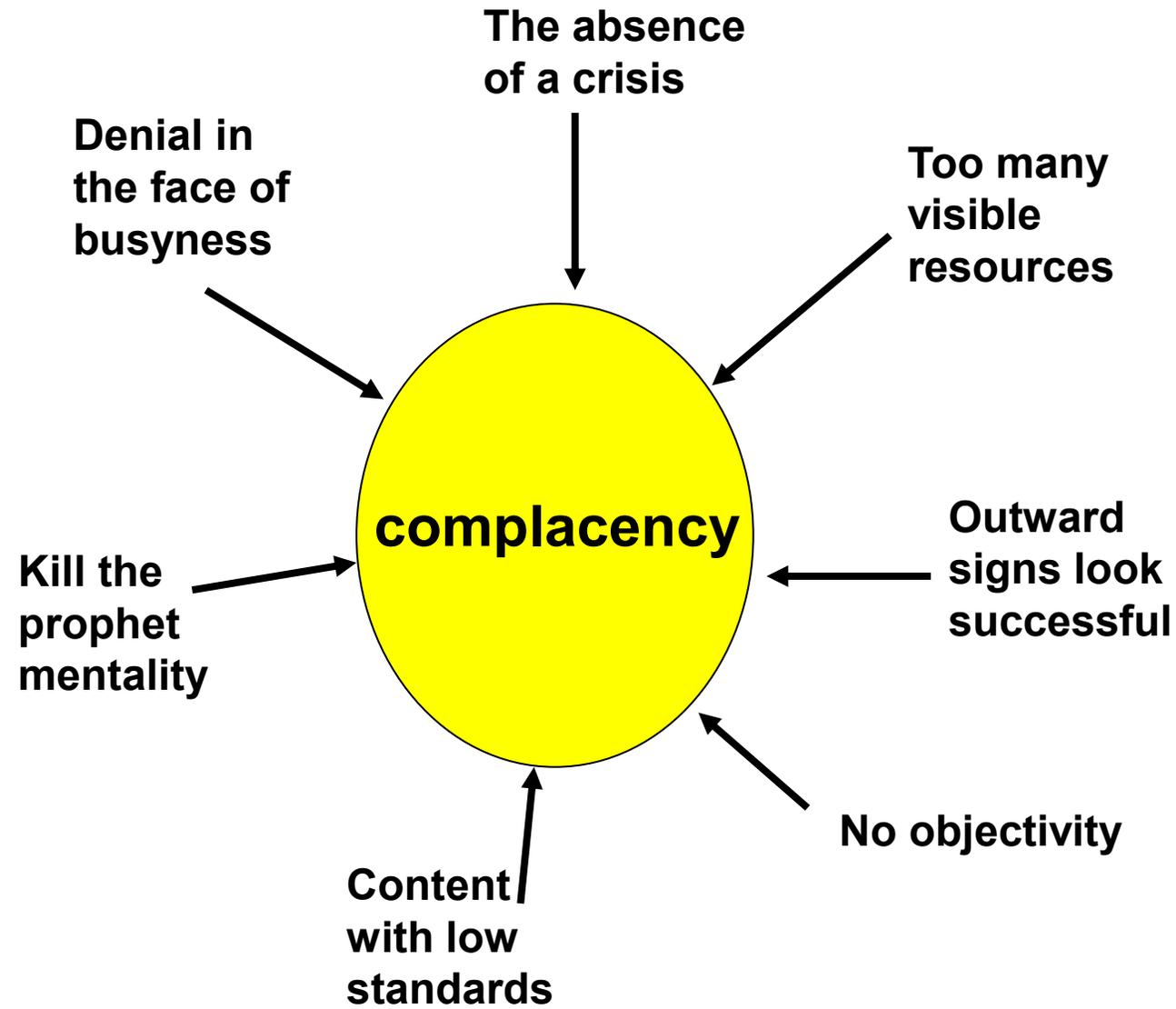
**‘Transformations always fail to achieve their objectives when complacency levels are high’
John Kotter**

Process of creating change

- Establish a sense of urgency (need)

‘Never underestimate the magnitude of the forces that reinforce complacency and that help maintain the status quo.’

John Kotter



“Confront the brutal facts”

Jim Collins 'Good to great'



How do you perceive complacency?



Desired outcome



SIX CHARACTERISTICS OF VISION

- Imaginable
- Desirable
- Feasible
- Focused
- Flexible
- Communicable



COMMUNICATING VISION

- Simply
- Pictures
- Repetition
- Unity of leaders
- Two way
- Fun



A clear pathway (strategy)



The way ahead.....

What are the first steps?

What/ When? Who?

How do I measure early wins?

COMMUNICATING CHANGE

- To everyone
- On every occasion
- In every way
- By every means
- In every place



The equation of change

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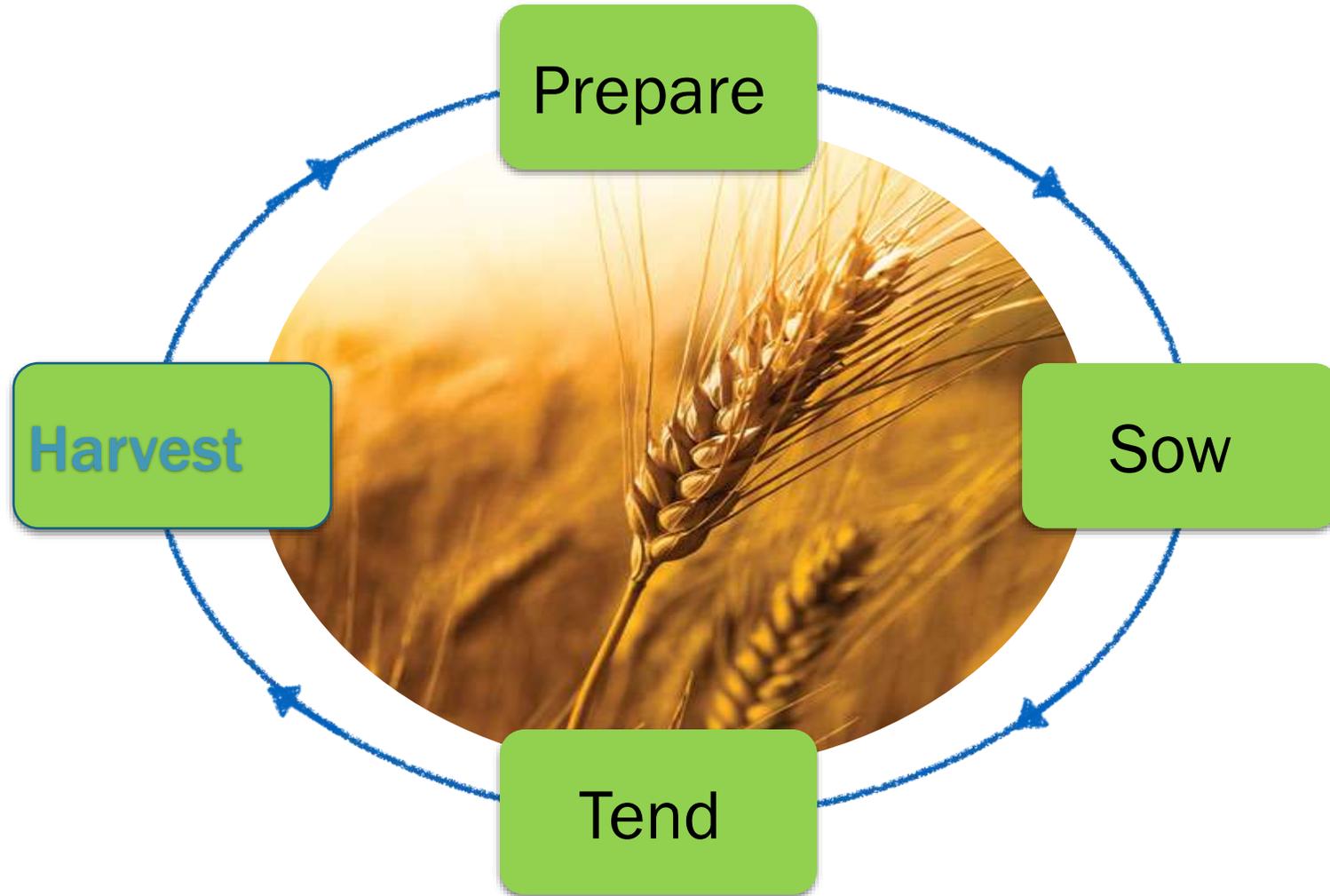
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SESSION 2
Process of change

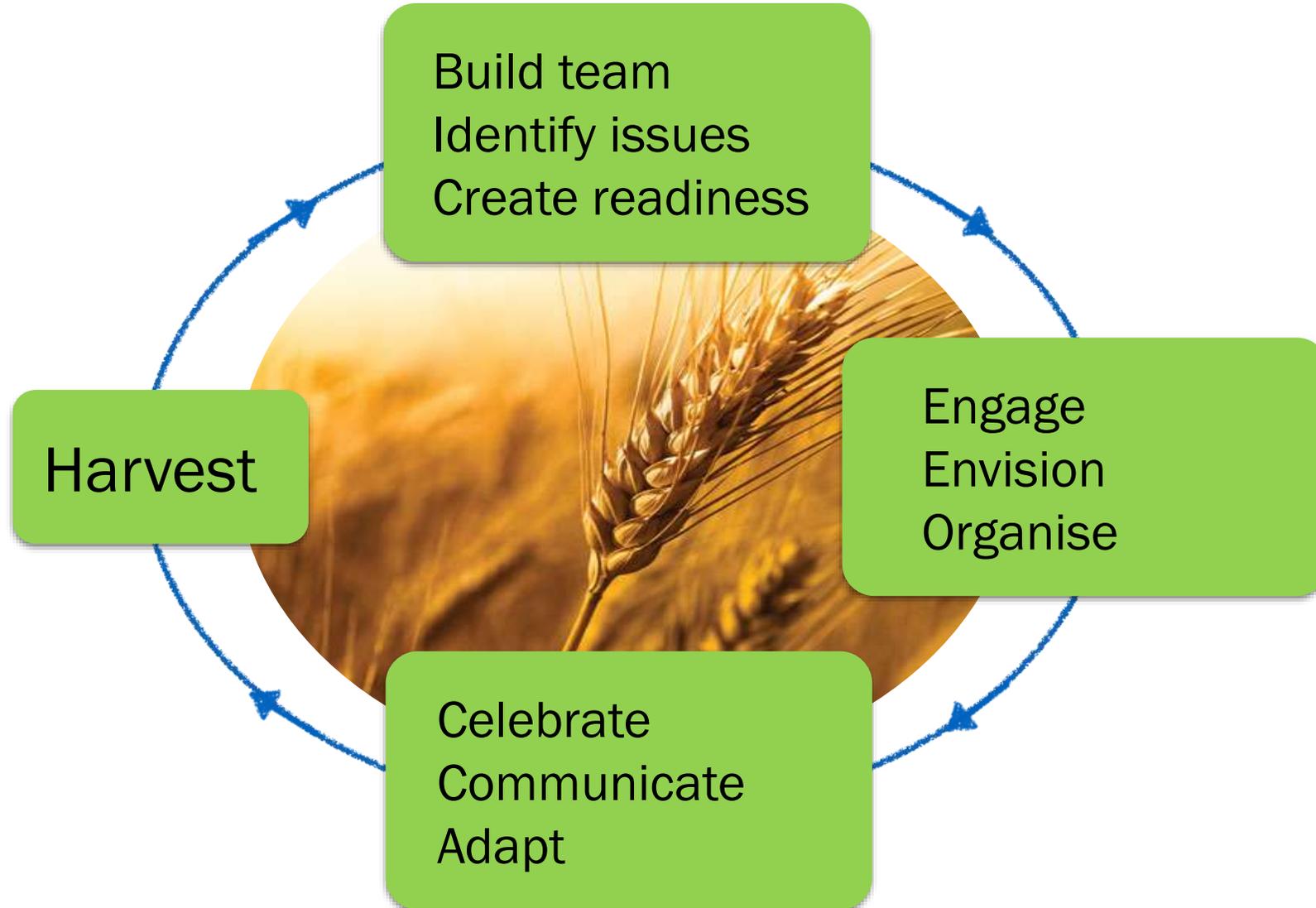


SESSION 3 - PROCESS

PROCESS



PROCESS

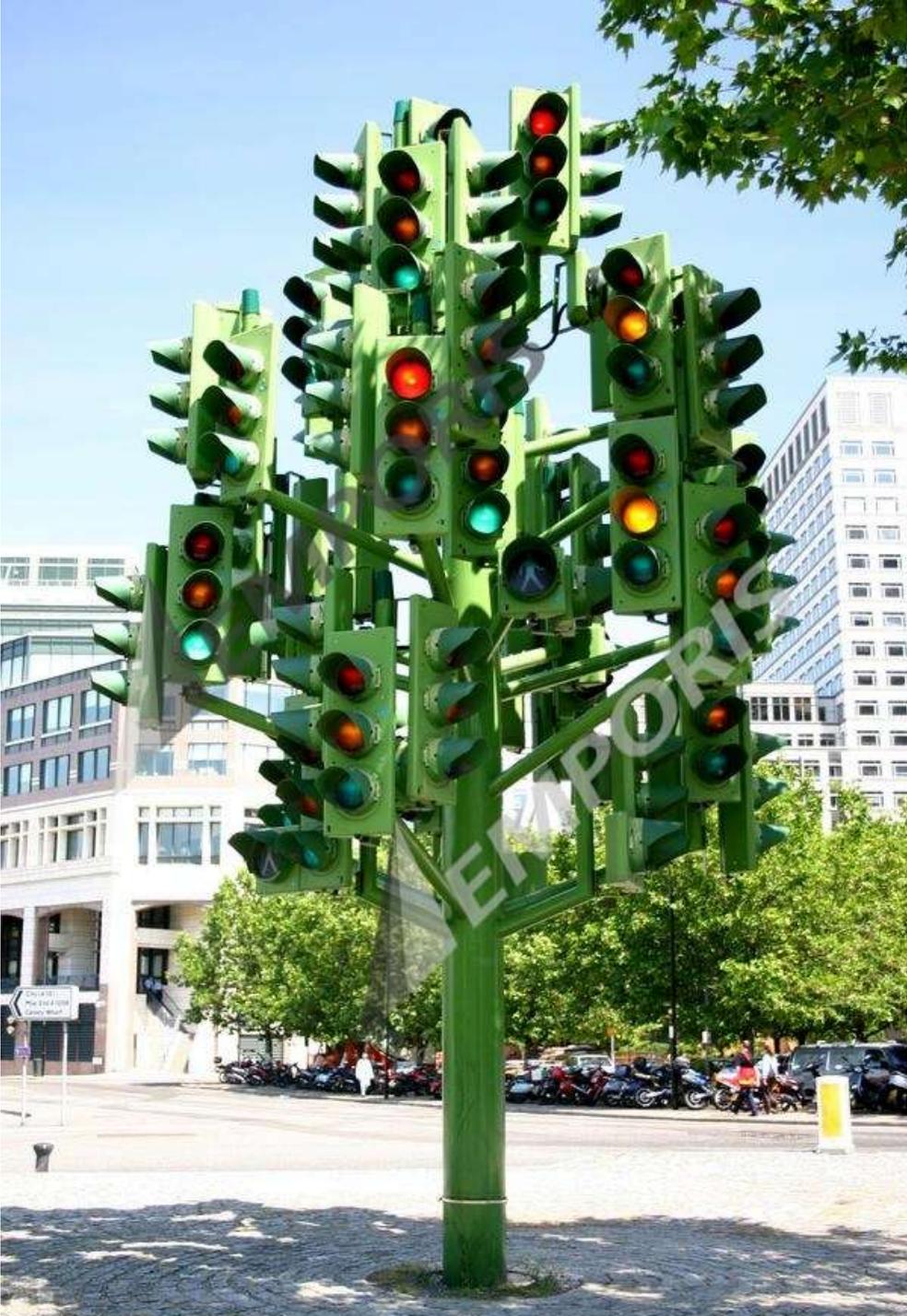


PROCESS





SESSION 2
Responses to change



Responses to change

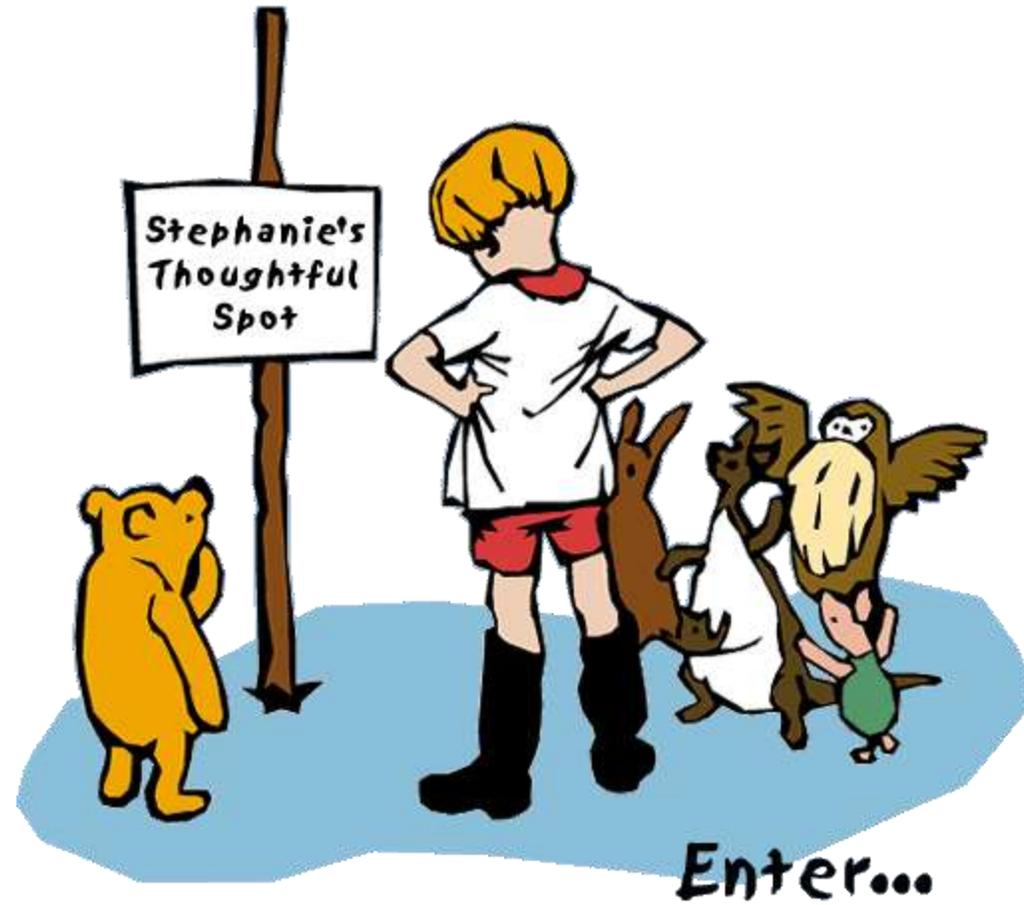
Yes!



Never!



Maybe



Possibly



Nick Cutnbert©2008



Radicals



Progressives



Conservatives

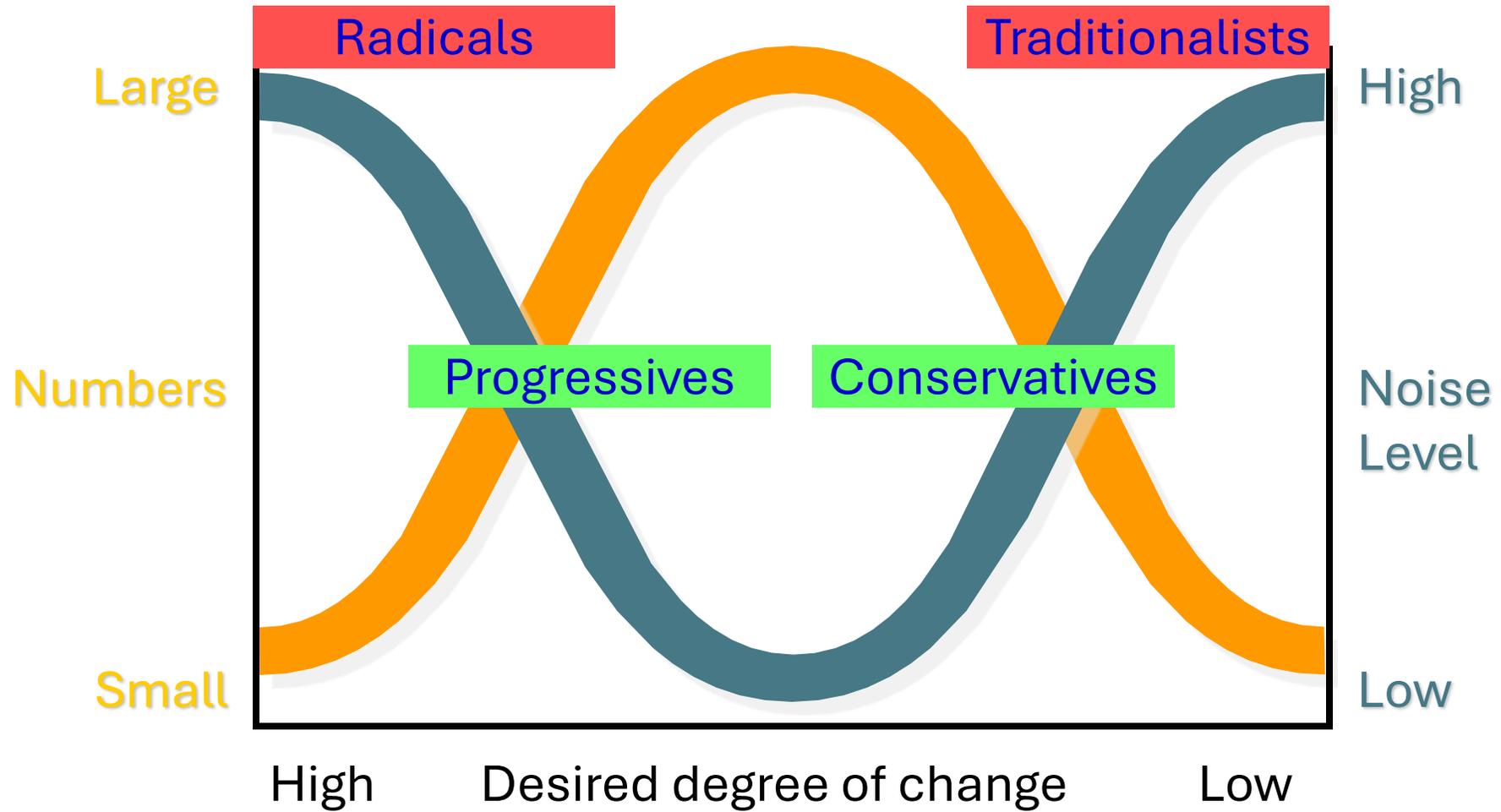


Traditionalists

**Rational
motivation**

**Emotional
motivation**

Attitudes to change





The power of the experiment



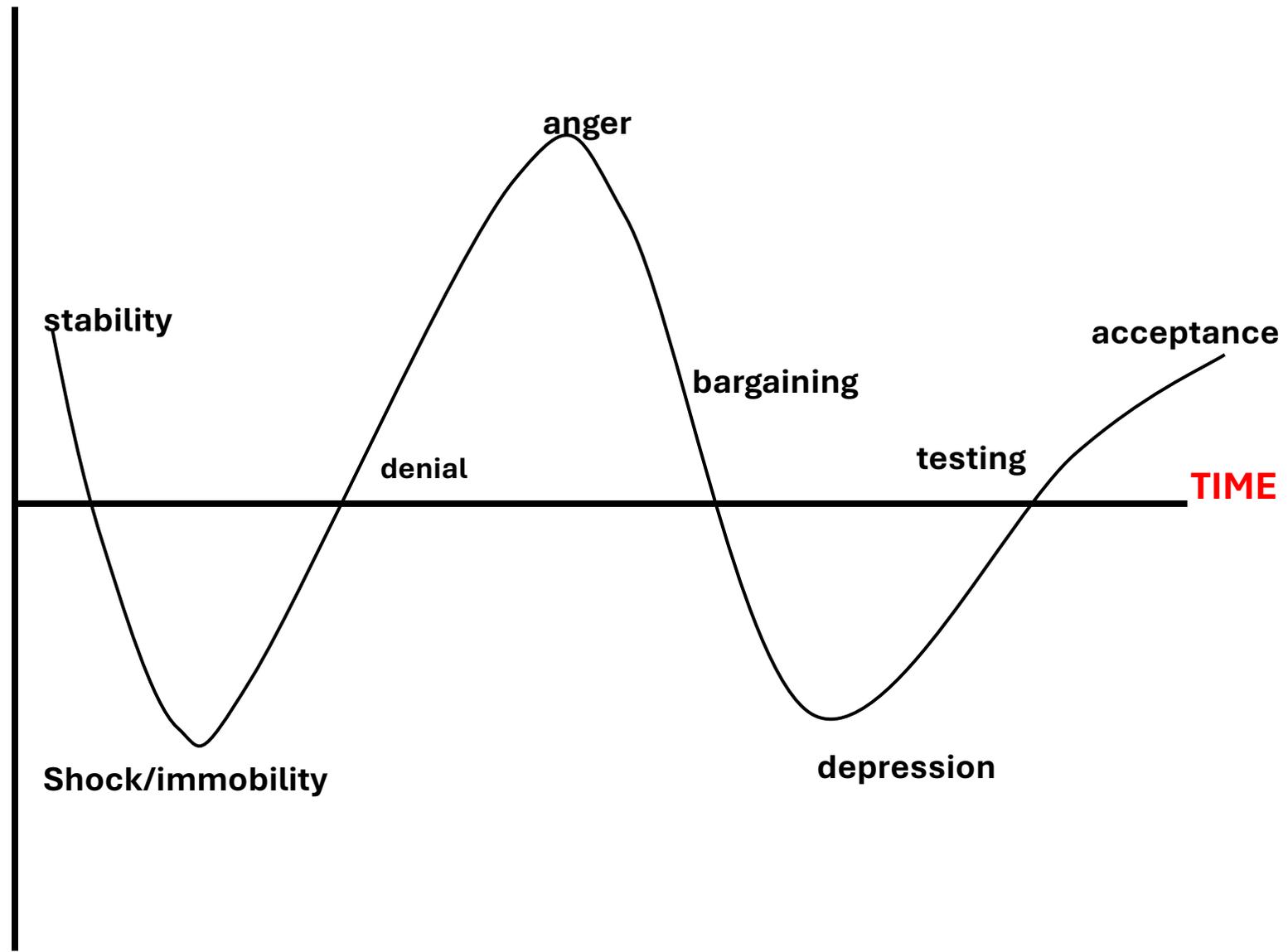
HANDLING RESISTANCE

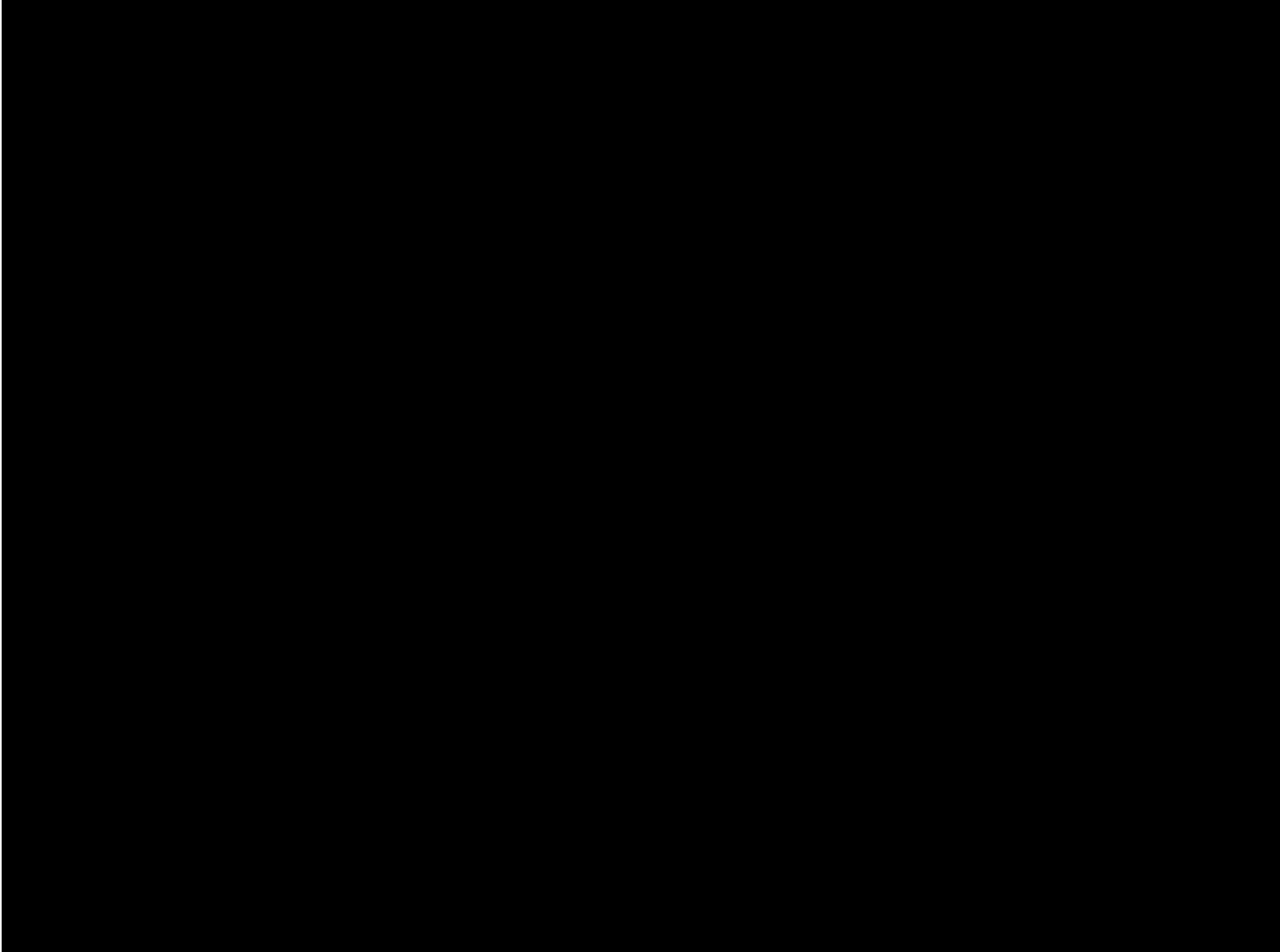
RESISTANCE

MAIN REASONS

- self-interest
- Entrenched behaviour
- misunderstanding
- low tolerance to change
- Fear of failure
- Sense of loss
- genuine disagreement on situation or solution

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RESISTANCE

MAIN STRATEGIES

- educate, communicate
- involve
- support and facilitate
- incentivise
- push ahead regardless
- marginalise or ignore

EXERCISE

THE DIFFICULT CONVERSATION..

How should you go about handling difficult people and conversations?

What approach should you take?



SOME GENERAL PRINCIPLES of difficult conversations

- Start from curiosity and respect
- Listen actively... pause and wait
- Be direct and explicit with your wishes
- Don't put it off
- Master the details
- Stay calm - watch your responses
....**rehearse** and **debrief**

EXERCISE

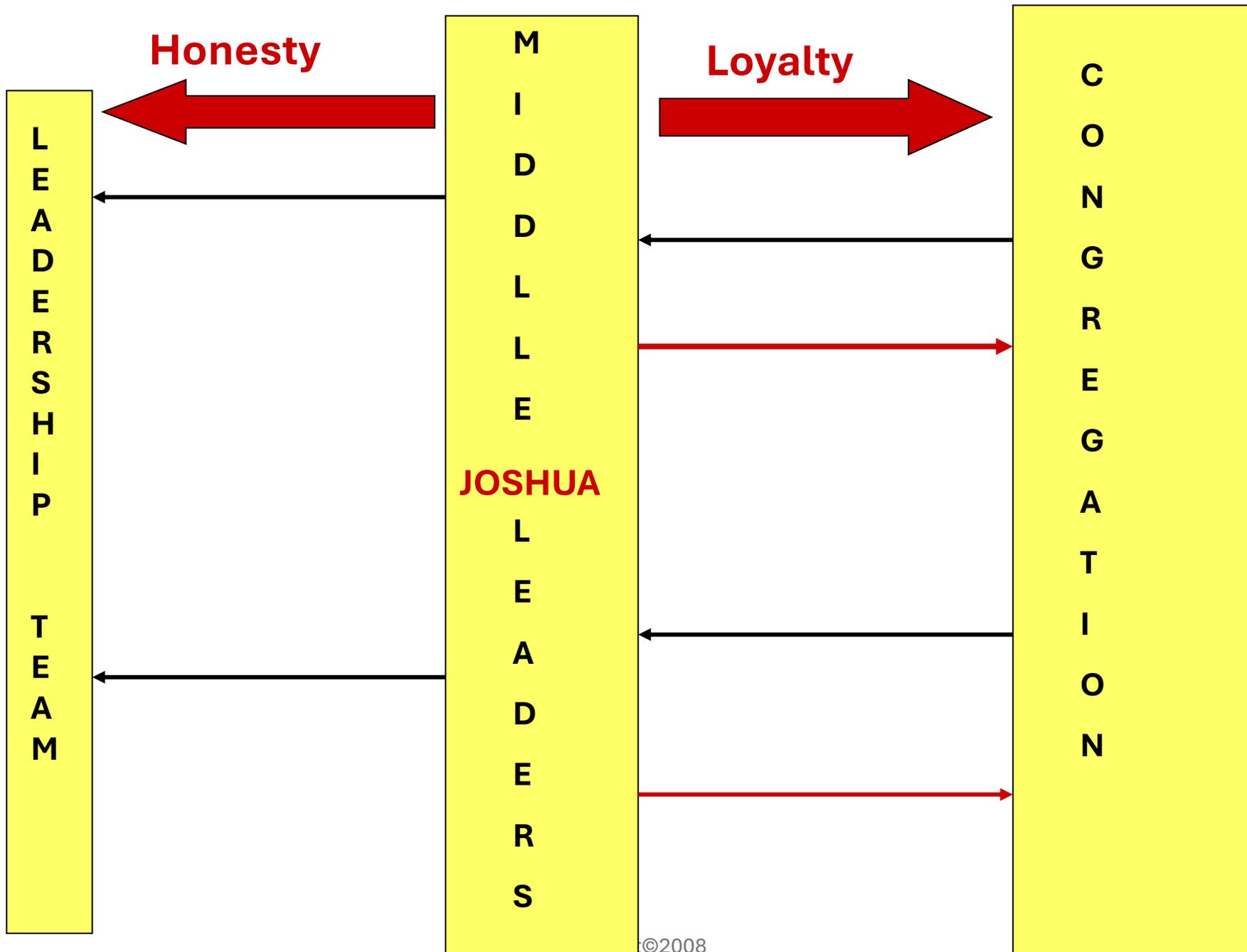
- Share your highs/lows of dealing with resistance
- Identify 1 or 2 things you can take away to strengthen your weaker areas



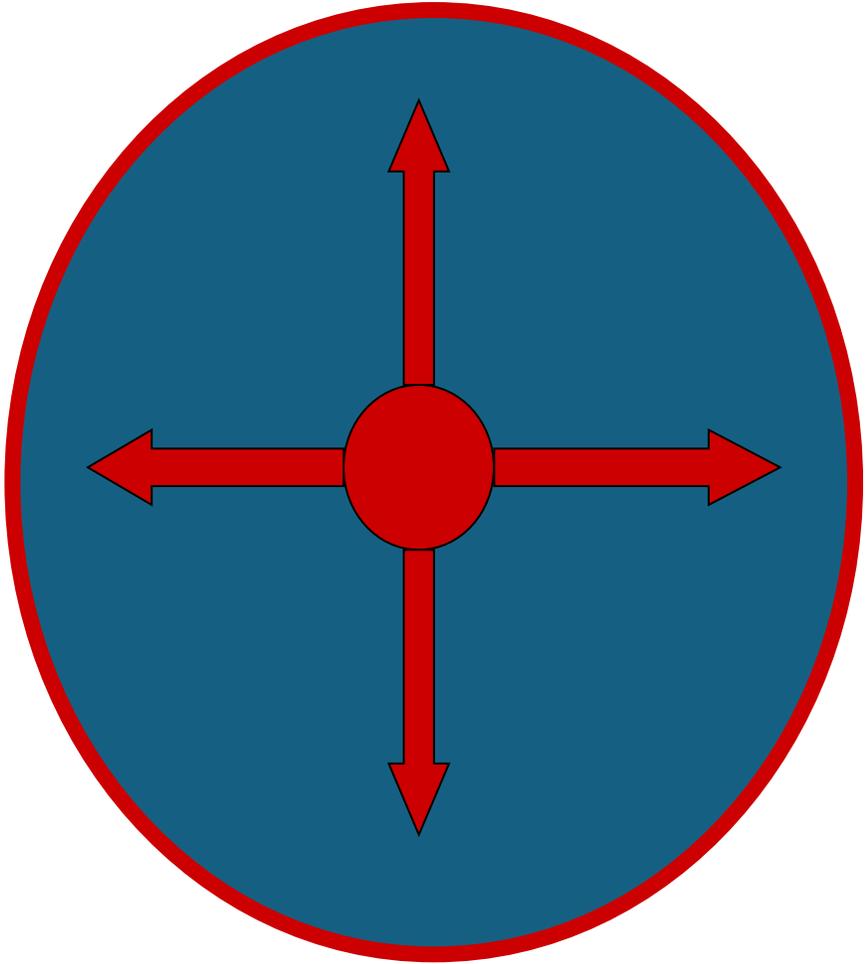


Agents of Change

The **Joshua** Group



2. Work with a core group (Joshua)





SESSION 2
THE ROLE LEADERS PLAY

POSITION OF LEADERS

- ‘co creators’ not ‘authority figures
- Work with the congregation
- Explain and lead the process
- Treat people with respect
- Stay strong with the vision
- Guide the congregation forward

ROLE OF LEADERS

- Orchestrate a shared vision
- Promote 'godly dissatisfaction'
- Encourage the heart
- Engage the mind
- Be clear on the process

and do this by...

- Leading in obedience - show the way

LEADERSHIP ESSENTIALS FOR CHANGE

- Courage



The courage quotient



Stand out - transformation

High	Challenger (willing to question and often ignored)	Courageous (Empowered for positive change)
Low	Compliant (Does not participate with passion or innovation)	Conventional (Pleasant but does not grow self or others)
	Low	High

Fit in - integration

LEADERSHIP ESSENTIALS FOR CHANGE

- Courage
- Understanding
- Empowerment
- Team



LEADERSHIP ESSENTIALS FOR CHANGE

- Courage
- Understanding
- Empowerment
- Team
- Resilience
- Energy
- Allowing people to fail



EXERCISE

How would
you go
about this
change?



All change is perceived as loss



All change is perceived as loss



- Loving people into change
- In change, you will always lose people before new people come

Principles of creating change

- Establish a sense of urgency (need)
- Create a change group
- Develop a vision and strategy
- Communicate the change
- Remove obstacles
- Generate a short term gain
- Consolidate gain and produce more change
- Anchor in the culture

Vision + Skills + Incentive + Resources + Action Plan = Change

Skills + Incentive + Resources + Action Plan = Confusion

Vision + Incentive + Resources + Action Plan = Anxiety

Vision + Skills + Resources + Action Plan = Gradual change

Vision + Skills + Incentive + Action Plan = Frustration

Vision + Skills + Incentive + Resources = False starts

good planning helps stop the outcome being a bit of a let down.....

change

is

difficult.

not

changing

is

fatal.