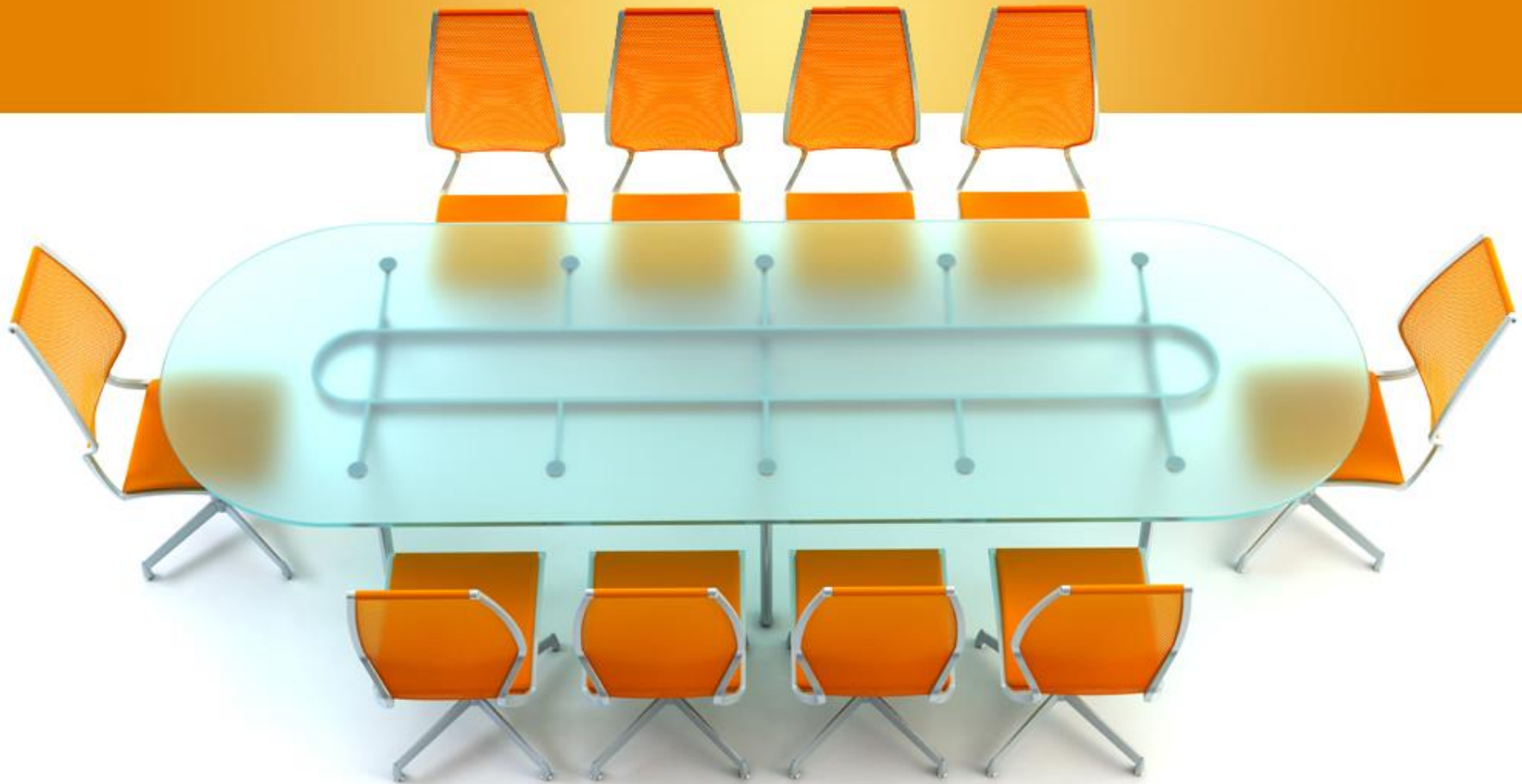


Simplified Structure



HELLO! WELCOME!

Kay Kotan, PCC

Wife & Mother

Coach, Consultant, Author

Fourth Generation Methodist

Director of Congregational Development

Susquehanna Conference in PA



Simplified Structure

Core Purpose today is to understand what the Simplified Structure looks like in a local church.

Objectives:

- Review church structures
- Cover the key concepts of the Simplified Structure
- Understand the reasons on why and how to transition to this model



Typical Church Structure

The typical church
**structure is driving the
mission**



versus

**the mission driving the
structure!**



Structure

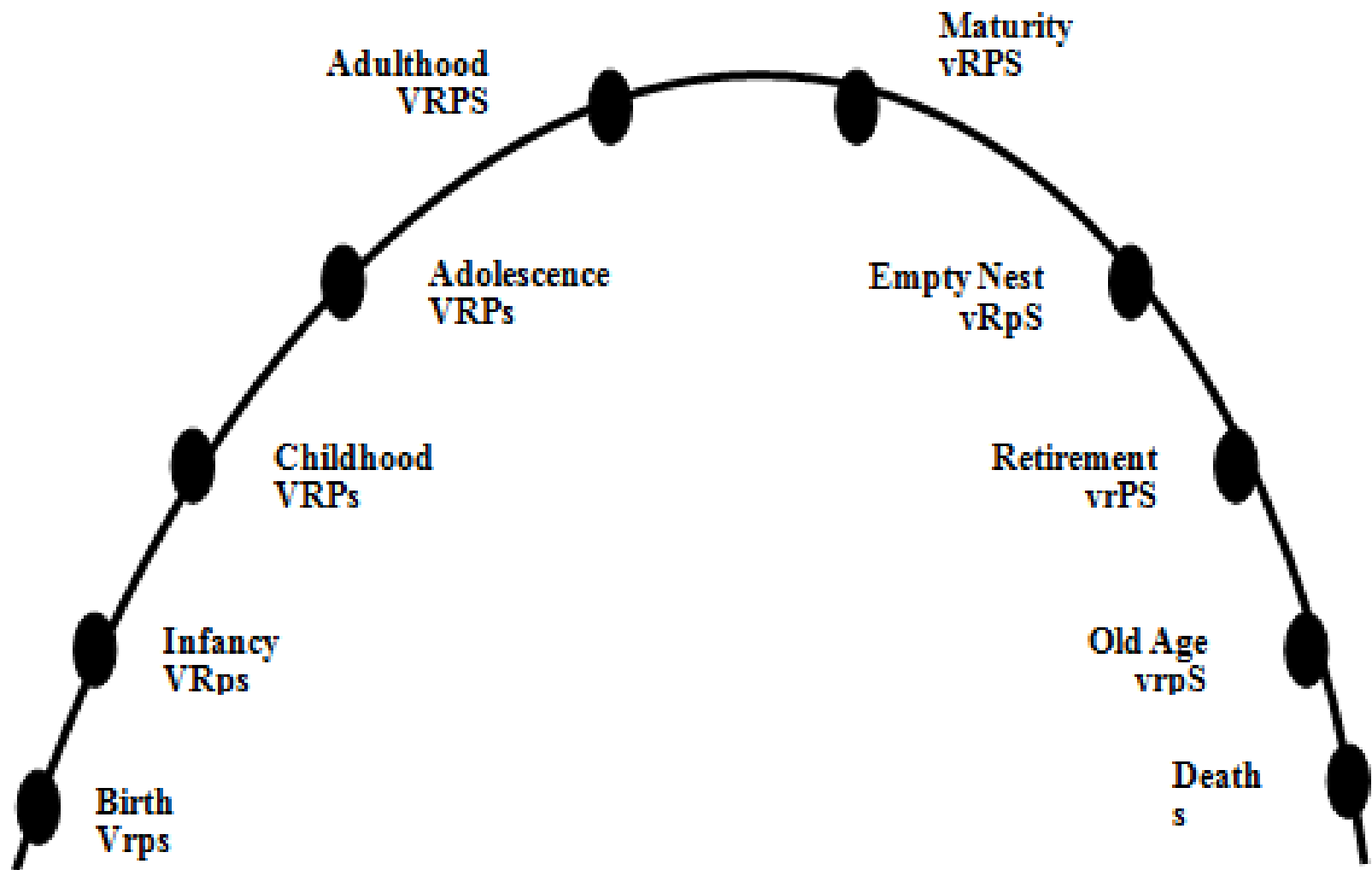
Structure = the design and arrangement of tangible factors in time and space.

Forms of Structure:

- Budgets / Finances
- Calendar
- Facility / Buildings
- How Decision are Made



Church Life Cycle



Structure & Changing Generations

Post WWII – Baby Boomers – Gen X – Millennials

The *WAY* we do church is changing

- Attendance
- Meetings
- Committees to Teams



Problem with most Structures

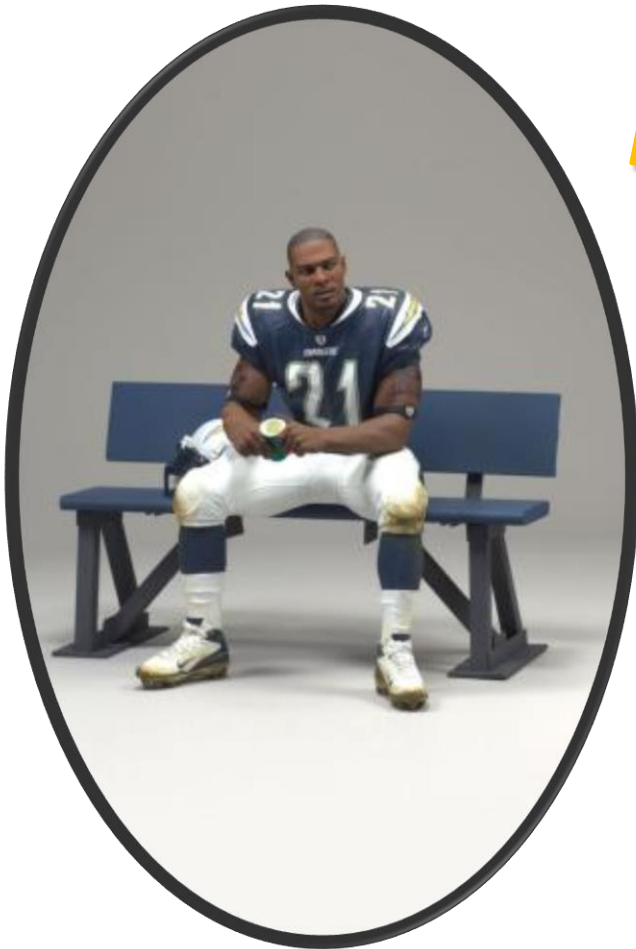
- Promotes disunity and enables dysfunction
- Clear lines of authority...but no clear lines of accountability
- All responsibility on the pastor, but little or no authority
- Nearly impossible to make difficult and timely decisions



Problem with most Structures

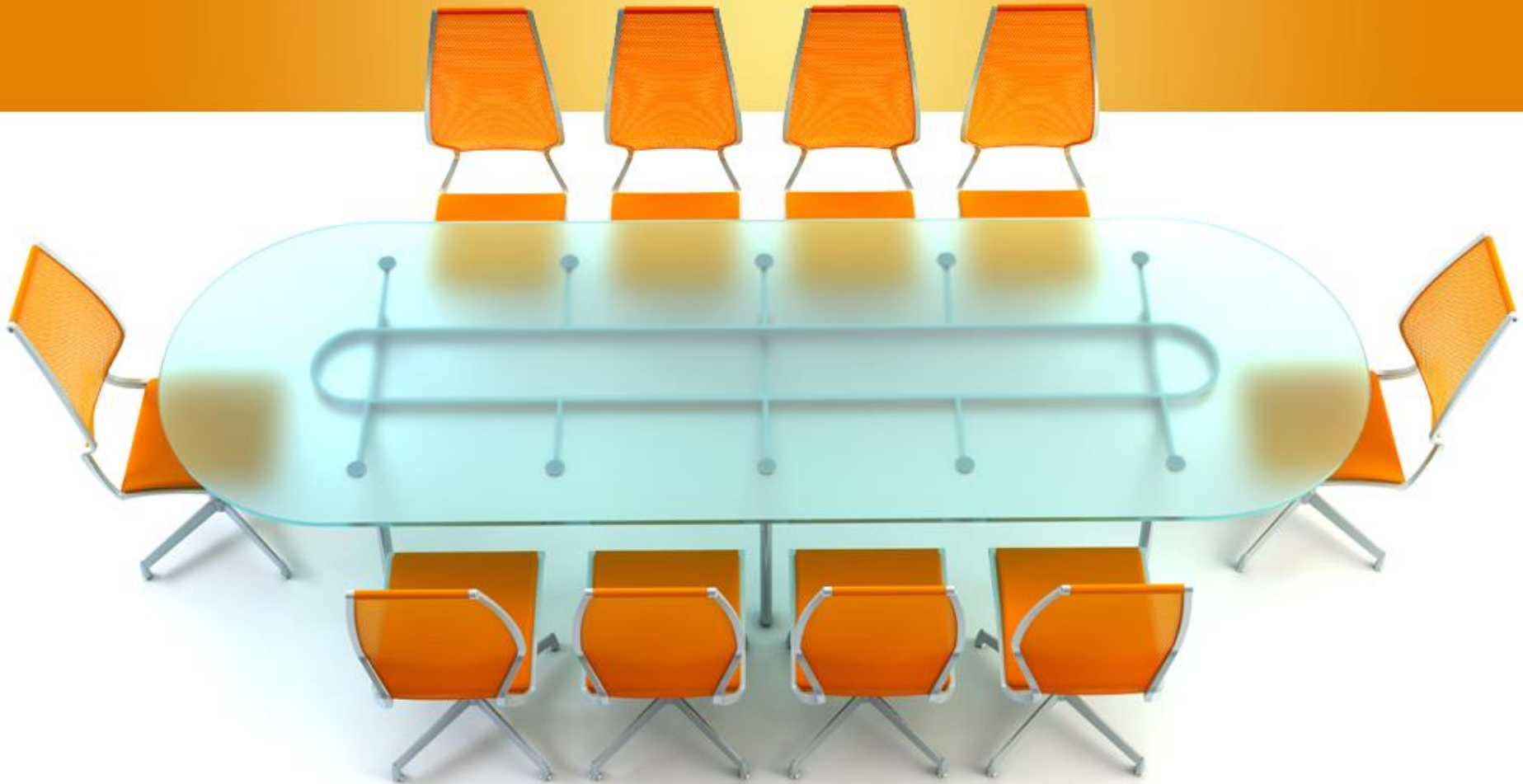
Inward Focus

**Hard to win if
you're not in
the game**



There is another way . . .

Simplified Structure





Alternative Structure

The alternative structure is based on ¶ 247.2 of the 2016 Book of Discipline:

The charge conference, the district superintendent, and the pastor shall organize and administer the pastoral charge and churches according to the policies and plans herein set forth. When the membership size, program scope, mission resources, or other circumstances so require, the charge conference may, in consultation with and upon the approval of the district superintendent, modify the organizational plans, provided that the provisions of ¶ 243 are observed.





Typical Simplified Structure

9 to 13 members elected by the
Charge Conference

Six – nine members

2-3 (PPRC specialists)

2-3 (Trustees specialists)

2-3 (Finance Team specialists)

Board Chair

Lay member to Annual Conference

Lay Leader

UMM rep

UMW rep

Youth rep





Three Types of Work for a Simplified Structure

1. **Fiduciary** = tending to the stewardship of tangible assets
2. **Strategic** = working to set the congregation's priorities and seeing that resources are aligned with those priorities
3. **Generative** = problem framing and sense making about the shifting environment of the congregation and community



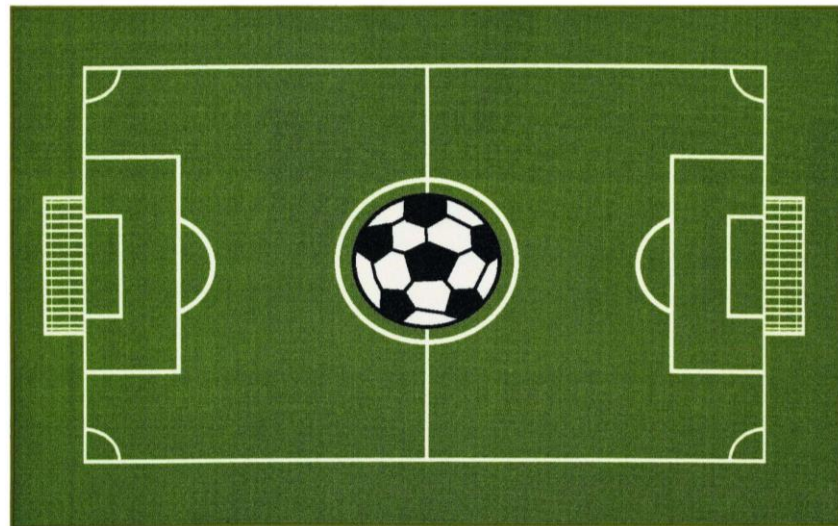


Simplified Structure

Sets Boundaries

Budgets, policy, goals, oversight, etc...

**NOT DAY-TO-DAY OPERATIONS OF
THE CHURCH**



Two Challenges of a Simplified Structure

1. Management of Communication
2. Decision Making - Accuracy / Effectiveness



New Leadership Agenda

1/3 – Spiritual Formation, Leadership Development, review of new people/families

1/3 – Review goals / Accountability and reallocation of assets

1/3 – Deal with pressing decisions/issues, help groups as needed, problem solving

Annually set goals and evaluate



Typical Agenda for Simplified Structure with Accountable Leadership

- Prayer
- Spiritual Formation
- Leadership Development
- Review of New People
- Review of Goals
- Pressing Issues/Problem Solving
- Approval & Questions from Packet
- Communication
- Prayer



New Leadership Agenda

Annually

- **Set goals**
- **Set budget**
- **Evaluate**



Simplified Structure

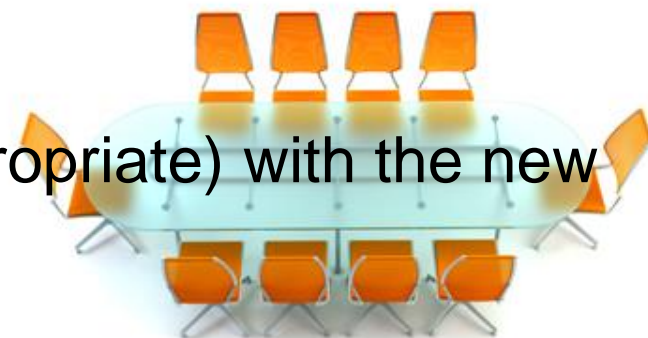
Step One – Partner with your District Superintendent

Step Two – Ensure all key leaders have been trained on simplified structure and accountability leadership

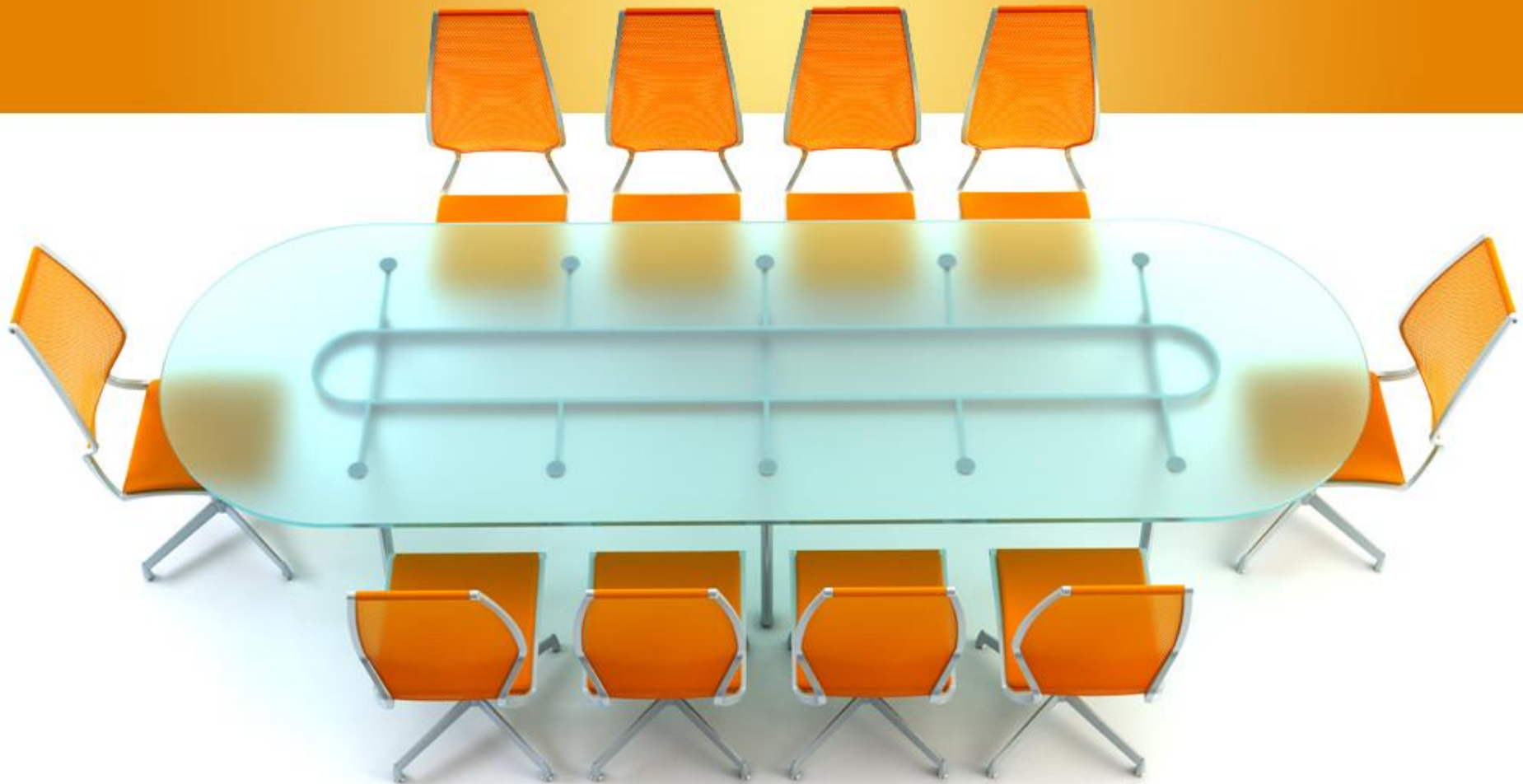
Step Three – Communicate, communicate, communicate...and then communicate (what & why) some more!

Step Four – Annual Charge Conference votes to move to new structure with election of members.

Step Five – Move to new structure (if appropriate) with the new year. (Coach highly recommended)



Simplified Structure



**STRUCTURING YOUR CHURCH
FOR MISSIONAL EFFECTIVENESS**

**MISSIONAL
EFFECTIVENESS**

**FOREWORD BY
JOHN EDMUND KAISER**

KAY L. KOTAN PCC





Accountable Leadership



Accountable Leadership

Core Purpose today is to understand what Accountable Leadership looks like in the local church environment.

Objectives:

- Ensure church leaders understand the key concepts of accountability
- Recognize the connection between Mission / Vision / Goals and how they apply to our ministry
- Cover the SIMPLE model for holding others accountable



“Therefore, go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age”

– Jesus, Matthew 28:19-20



The making of new disciples of Jesus Christ for the transformation of the world.

Mission of the United
Methodist Church

* “new” added



Accountable Leadership

Do you want the mission to succeed?

“Are you prepared to stake everything, change anything, and do whatever it takes—even if it means altering long familiar habits, redeveloping precious programs, and redeploying sacred assets?”

Tom Bandy

From the foreword of Winning on Purpose



Church Leadership

Basic Options – Church Leadership

- Bureaucratic-Large group Driven
- Autocratic-Driven by one Person
- Committee-Based or Consensus-Driven
- Pastor-Centered or Personality-Driven
- Accountable



Church Leadership

Bureaucratic:

Pastor is expected to accomplish the mission, but has no real power to do so.

Responsibility – Authority = **Safe but not Effective**

Autocratic:

Pastor is expected to accomplish the mission and has the power to do so...but there are no consequences for not producing fruit.

Responsibility + Authority – Accountability =
Effective but not Safe



Committee-Based or Consensus-Driven Leadership

- Decisions are slow – if they happen at all
- Decisions, since consensus is the goal, are not always focused on the mission
- Consensus is often not achieved; instead, compromise is the rule. It becomes better to maintain the relationships than fulfill the mission



Committee-Based or Consensus-Driven Leadership

- There is no one person who can be held accountable for missional objectives
- The role of the pastor and staff as leaders is limited
- The pastor and staff are evaluated by the congregation – power resides with person or group who does the evaluation



Pastor-Centered or Personality-Driven Leadership

- The pastor makes all the major decisions
- Everything revolves around and is dependent upon the pastor
- Decisions are made quickly – sometimes impulsive or unrealistically



Pastor-Centered or Personality-Driven Leadership

- Dissent is not tolerated
- The pastor spends his/her time “putting out fires”
- Laity leaders are evaluated by the pastor and staff
- Congregation feels run-over & disconnected from the ministry of the church



Accountable Leadership

Bureaucratic:

Responsibility – Authority = Safe but not Effective

Autocratic:

Responsibility + Authority – Accountability =
Effective but not Safe

Accountable Leadership:

Responsibility + Authority + Accountability =
Safe & Effective



Accountable Leadership

Accountable Leadership:

Responsibility: A duty or obligation to satisfactorily perform or complete a task by one person

+

Authority: The power to give direction and/or make decisions

+

Accountability: An obligation or willingness to accept responsibility or to account for one's actions

=

Safe & Effective



Accountable Mission-Driven Leadership

- Those responsible are accountable
- The mission of the church comes first
- Must have the right people in place to accomplish the mission
- Small number of decision makers – large number of people in ministry
- Shepherding is done by the laity, not the pastor



Accountable Mission-Driven Leadership

- Lots of input – very focused direction
- Pastor evaluates the staff
- Everyone is held accountable for the mission
- Alignment to the mission and vision is critical – not consensus



Accountable Leadership

- **Board/Council** = Role is governance
- **Pastor** = Role is leading
- **Staff** (paid & unpaid) = Role is managing
- **Members** = Role is ministering



Accountable Leadership

Position	Players	Functions	Metaphors
Ministry	Members	Outreach first then care for one another	Teammates, champions, athletes, etc...
Management	Staff	Equipping and coordination	Assistant coaches and specialists
Leadership	Pastor	Vision, direction and teaching	Head coach, or quarterback, captain, etc...
Governance	Board	Accountability and support	Commissioner, umpire, scorekeeper & cheerleader



Accountable Leadership Strengths

1. Marries responsibility and authority with accountability
2. Promotes church unity
3. Functions on a high level of trust
4. Decisions are made very quickly
5. Mission/Vision fulfillment is the driving force...not management (or maintenance)
6. Goals and objectives of ministries can be adjusted as needed



Pastor's Role

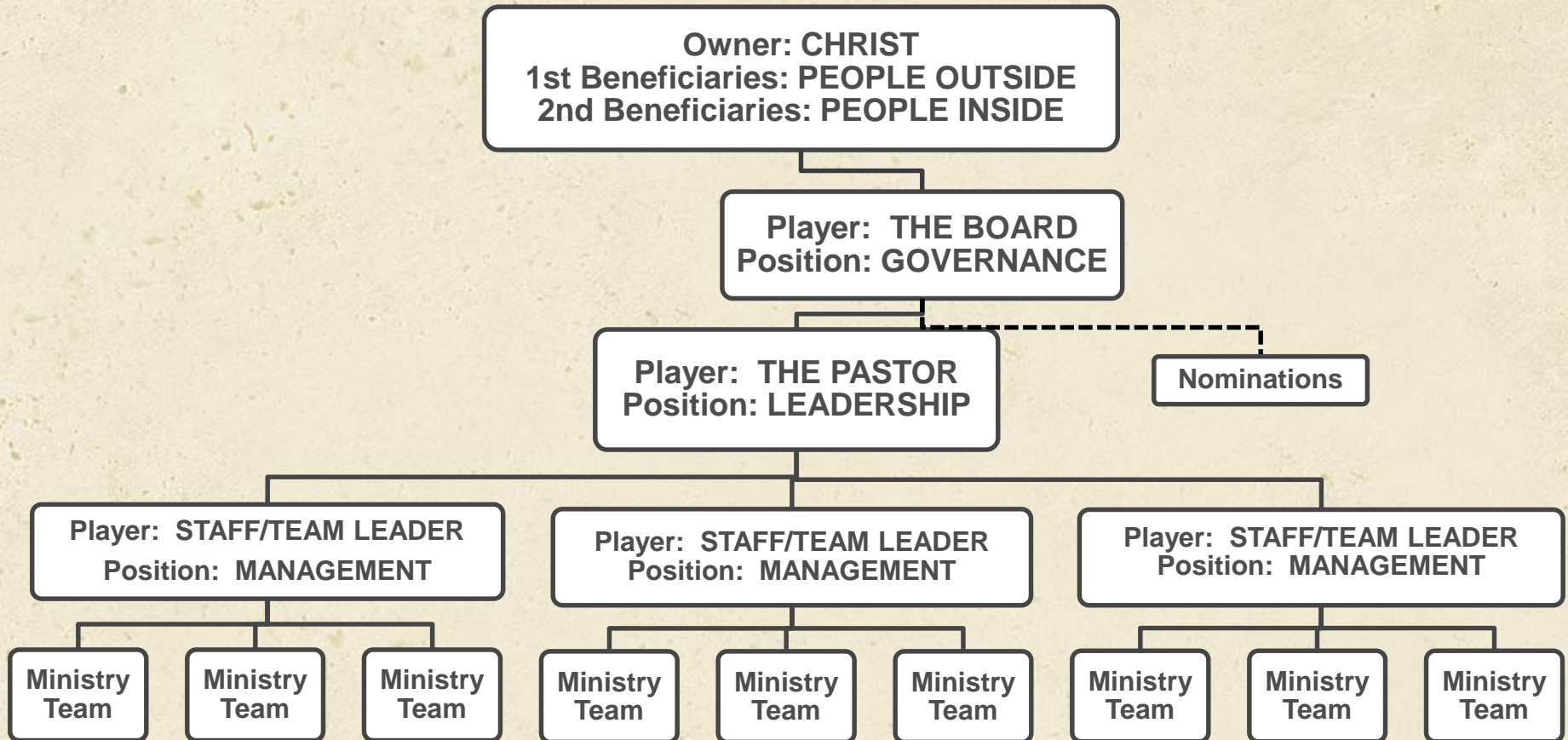
- Spiritual Leader / Shepherd
- Keeper of Mission
- Caster of Vision
- Example of Evangelist
- Chief Fund Raiser
- Main Recruiter
- Develops Leaders
 - Staff
 - Board
 - New Leaders





Accountable Leadership Organizational Chart

(From Winning on Purpose, by John Edmund Kaiser)





**When we aim at nothing in particular,
that's what we hit.**





Mission

Our mission is making new disciples of Jesus Christ for the transformation of the world.

Everything flows from mission...





Vision



The unique way a congregation achieves or accomplishes the mission.

The key ingredients of a vision statement need to be outwardly focused, measurable, and provides a framework for goals and accountability for the congregation and staff.

What % of the mission field are you going to reach for Jesus?



Church Wide Goals

- Who?
- When?
- Where?
- How?
- Did it work?



Specific

Measurable

Achievable

Relevant

Time-Based



The Focus Changes

**The Focus and
Conversation has to
typically change to live
into the accountable
leadership model.**



Typical Agenda for Simplified Structure with Accountable Leadership

- Opening Prayer
- Spiritual Development
- Leadership Development
- Review of New People
- Review of Goals
- Pressing Issues
- Packet Review
- Communication
- Closing Prayer



Holding Others Accountable is **SIMPLE**

S = Set Expectations

I = Invite Commitment

M = Measure Progress

P = Provide Feedback

L = Link to Consequences

E = Evaluate Effectiveness



Accountable Leadership