



Simplified, Accountable Structure

Core Purpose today is to understand how the Simplified, Accountable Structure functions in the local church.

Objectives:

- Review church structure
- Cover key concepts of simplified, accountable structure
- Cover the SIMPLE model for accountability

Why Consider Simplified, Accountable Structure?

- ◆ Common stated reasons are less meetings & unable to fill committee spots
- ◆ True potential is reclaiming our purpose
- ◆ Felt Needs vs Transformational Fruit
- ◆ Technical vs Adaptive changes

Typical Church Structure

In the typical church:

structure is driving the mission

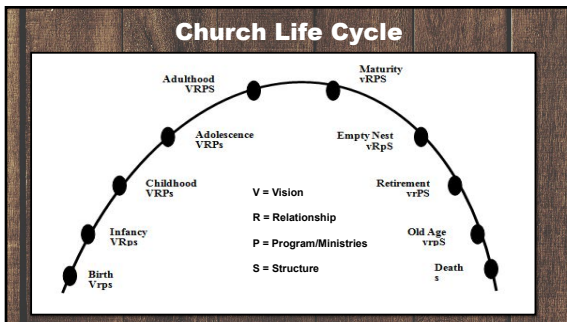
versus

the mission driving the structure!

Structure

The design and arrangement of tangible factors in time and space.

Calendar Budget Facilities Decision Making



Structure & Changing Generations

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

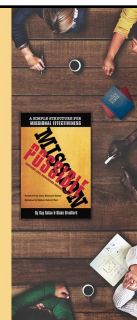
Our inherited Structure of Administrative Committees (or worse, the dualistic Council on Ministries & Ad Board) are perfectly designed to make sure nothing new happens.



Problem with most Structures

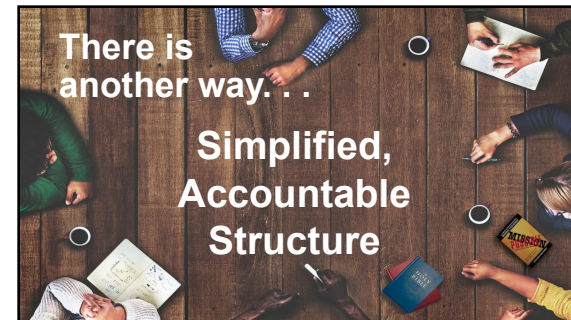
INWARD FOCUSED

It's hard to win when we are not even in the game!



There is another way. . .

Simplified, Accountable 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.



What is Involved?



One Leadership Board is responsible for leadership and governance.

All administrative committee responsibilities and functions are vested in the leadership board.

Typical Simplified Structure

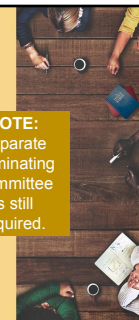
9 members elected by the Charge Conference

Nine members*

Must also include in the total:
Board Chair #
Lay member to Annual Conference #
Lay Leader #
UMM ++
UMW ++
Youth +

NOTE:
Separate Nominating Committee is still required.

*All serve as Finance, Trustees (if age 18+), & SPR
+ Optional or if a chartered group exists
Can be combined positions



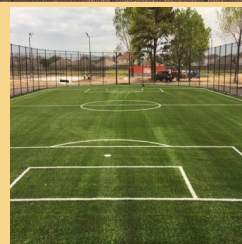
Three Types of Work for a Simplified, Accountable Structure

- 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 mission field

Guiding Principles for your Simplified Structure

Guiding Principles set boundaries:
budgets, policy, goals, oversight, etc...

NOT the Day-to-Day Operations of the church



Two Challenges of a Simplified Structure

Multiple Communication Streams

- Must over-communicate with multiple formats
- Two-way communication
- Transparency
- Build trust with congregation

Decision Making Accuracy & Effectiveness

- Need a clear missional agenda
- Shift to accountable leadership
- Need decision making in alignment with missional effectiveness
- Need meetings that are strategic, not reporting

Suggested Agenda for Simplified Structure with Accountable Leadership

- ◆ Prayer
- ◆ Spiritual Formation
- ◆ Leadership Development
- ◆ Review of New People
- ◆ Review of Goals
- ◆ Packet & Consent Calendar Items
- ◆ Pressing Issues/Problem Solving
- ◆ Communication
- ◆ Prayer



Annual Leadership Agenda

- Evaluate current year ministry
- Review vision & church life cycle
- Set new annual goals (strategic planning retreat)
- Set budget after strategies designed

Note: Monthly strategic and generative items for simplified accountable leadership are noted in Mission Possible.



Accountable Leadership AND Simplified Structure



Accountable Leadership

"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

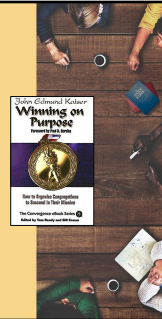


Accountable Leadership

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?"

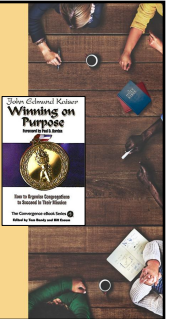
~ Tom Bandy
From the foreword of
Winning on Purpose



Typical 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



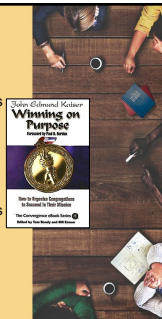
Typical Church Leadership

Bureaucratic:

- Pastor is expected to accomplish the mission, but has no real power to do so.
- Responsibility – Authority =
Safe but not Effective

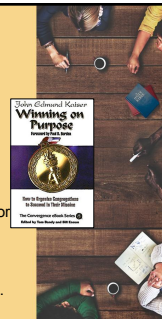
Autocratic:

- 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



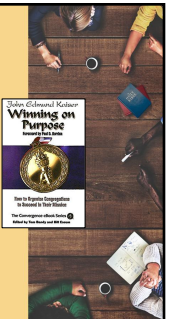
Committee-Based or Consensus-Driven Leadership

- 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
- 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.



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
- 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

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 AND 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 unleashes large number of people in ministry
- ◆ Shepherding is done by the laity, not the pastor
- ◆ Pastor evaluates the staff
- ◆ Everyone is held accountable for the mission
- ◆ Alignment to the mission and vision is critical – not consensus

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

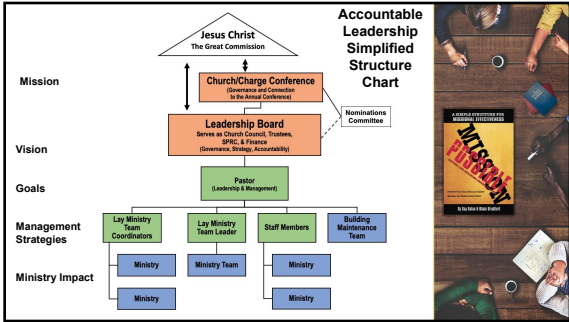
Winning on Purpose by Kaiser

Pastor's Role in Accountable Leadership

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

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



The Focus Changes

Changing to a simplified, accountable leadership structure is more than reducing the number of people at the table; it is about *changing the work and conversation* at the table.

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

Strategic Ministry Planning helps us "AIM!"

Holding Others Accountable is SIMPLE

S = Set Expectations

I = Invite Commitment

M = Measure Progress

P = Provide Feedback

L = Link to Consequences

E = Evaluate Effectiveness

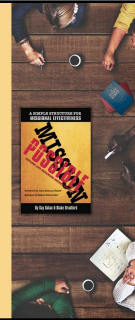
Who Should Adopt?

ALL CHURCHES	Accountable Leadership
SOME CHURCHES	Simplified Structure & Accountable Structure
NO CHURCHES	Simplified Structure without Accountable Leadership



Simplified, Accountable Structure Adoption Phases

1. Discernment Phase
2. Equipping Phase
3. Implementation Phase



Simplified, Accountable Structure Discernment Steps

1. Determine & articulate the "why"
2. Council Chair & Pastor request permission to explore with your DS
3. Town Hall Meetings: Congregational information, Q&A, and feedback
4. Council processes congregational feedback
5. Letter to DS with official request
6. Task force to prepare - communication plan
7. Church Conference to approve structure
8. Nominations training & leader selection
9. Church Conference to approve new leaders
10. Phases Two & Three Commence: Equipping and Implementation

Note: Highly recommend a SAS certified coach for the first year

