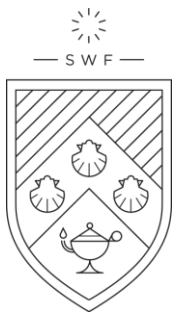


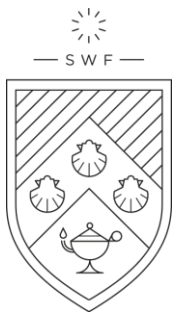
Susanna
Wesley
Foundation



Why do we do what we do the way we do?

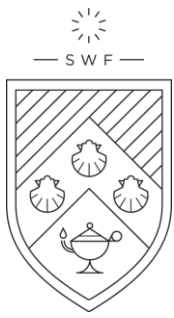
Changing the way we think about the Church

18 April 2016



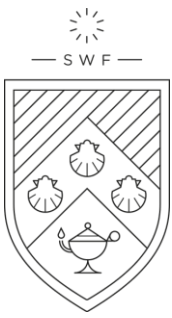
Objectives

- Help participants to understand how the way we approach change or leading churches is influenced by organisational models of which we may not be aware
- Explore the possibilities for positive change that open up if we recognise these models and consider others which might be more helpful



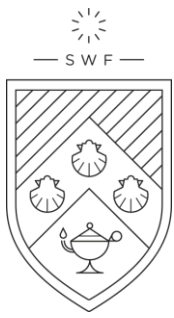
Agenda

Time	Item
10.00	Gather/coffee
10.30	Introduction: objectives, expectations
11.00	My church, my experience: getting the issues on the table
12.00	Introduction to ways of thinking about organisations: what are they and can we use them in church? Interactive presentation and discussion
13.00	Lunch
13.45	A different perspective? The Trialogue: Interactive presentation and discussion
14.45	Break
15.00	Application: managing the present, creating the future, nurturing identity: discussion in groups plus plenary
15.50	Summary and options for follow up
16.00	Close and depart



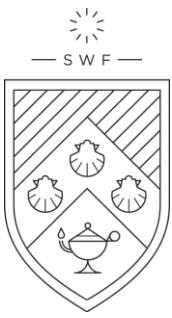
Expectations

- What will make this a good day for you?
- (Also give a me clue as to your current level of familiarity with organisation, management, leadership issues!)



Dealing with reality

- Reality is complex and confusing – we cannot manage it ‘in the raw’. To deal with it we organise what we do so that it hangs together and makes sense. This is a practical activity – but (and this is the crucial bit) we first model it in the mind
- When it comes to organisational life we have a whole set of concepts, a mental model, of what the organisation is and how it works, or should work. But we may not be aware of them...

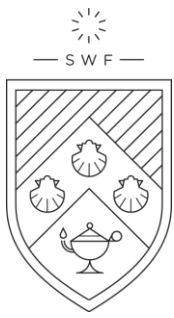


Models

Graphical, mathematical (symbolic), physical, or verbal representation or simplified version of a concept, phenomenon, relationship, structure, system, or an aspect of the real world. The objectives of a model include

- (1) to facilitate understanding by eliminating unnecessary components,
- (2) to aid in decision making by simulating 'what if' scenarios,
- (3) to explain, control, and predict events on the basis of past observations.

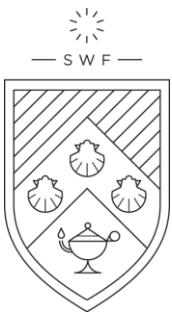
<http://www.businessdictionary.com/definition/model.html#ixzz45tAqrKzA>



Models...

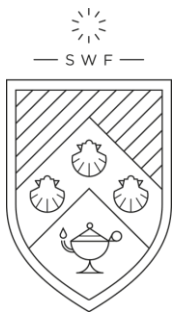
“Are not so much true or untrue as more or less useful”

- Stafford Beer



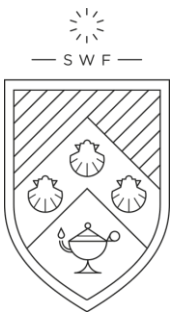
What's my mental model of Church?

- Please spend some time thinking about your model of church and your ministry
 - How do you organise/ make sense of all the different activities?
 - What are the key activities, what is the purpose, what really matters to you?
 - What is currently bothering you?
- Please then draw it
- Please then spend a little time sharing your picture with the group and finding out more about each other's thinking



The Church

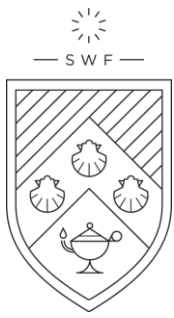
- Is the Church an organisation?



Models of organisation

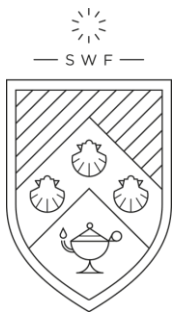
- Traditional
 - ‘The sanctity of immemorial traditions’ (Weber)
 - Office and status
 - Family and community – a Christian society
- Charismatic
 - Highly dependent on gifted individuals
- Classical
 - Organisations are technical instruments designed to achieve their ends as efficiently as possible
 - Bureaucracy, a machine and its parts
- Human Relations
 - Human needs and interactions affect organisational working and outcomes
 - Focus on positive human behaviour

See Rudge (1968) *Management and Ministry*



An alternative

- Why I prefer the systems approach
 - It's more integrated (people, processes and systems)
 - Includes the best of the other models
 - Recognises complexity
 - Acknowledges connectedness, relationship, inter-dependence
 - Builds in capacity to change
 - Recognises that organisations exist in an environment – more outward looking
 - Emphasises purpose in the world
 - It is dynamic
 - Emphasises emergence



Systems thinking – key features

It's not so much the parts as the interactions of the parts in the whole

Building an automobile – Ackoff (1981)

Reductionism gives way to whole organisation purpose: we can't just fix the parts

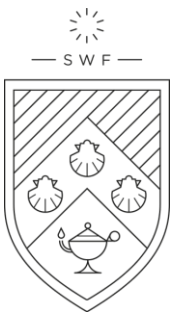
Expansionism vs reductionism

Bringing together processes, people, information, the wider environment and the interactions of all

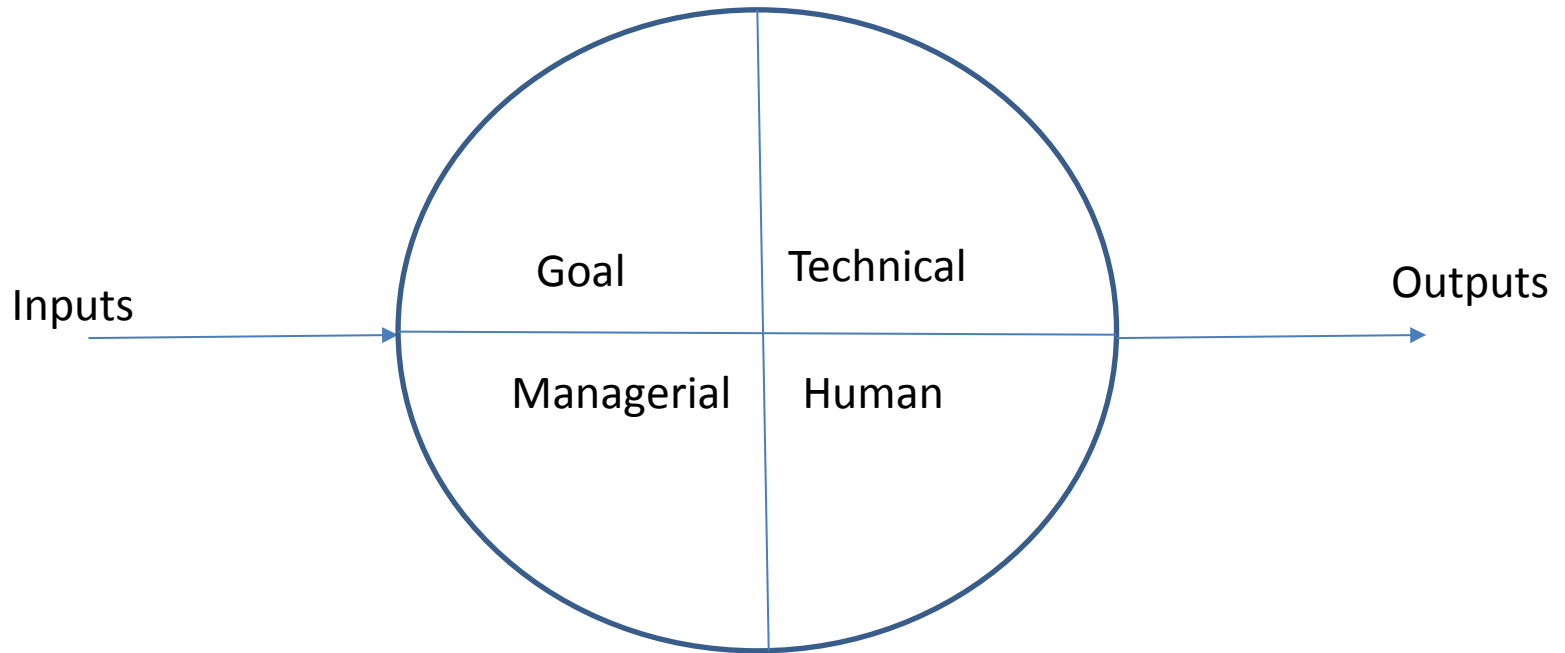
Closed and open systems

Development of systems thinking as a new science, avoiding reductionism and magic as explanatory alternatives

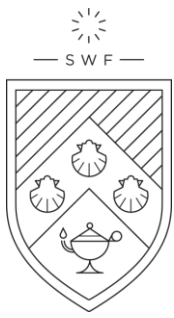
Influence of study of natural phenomena



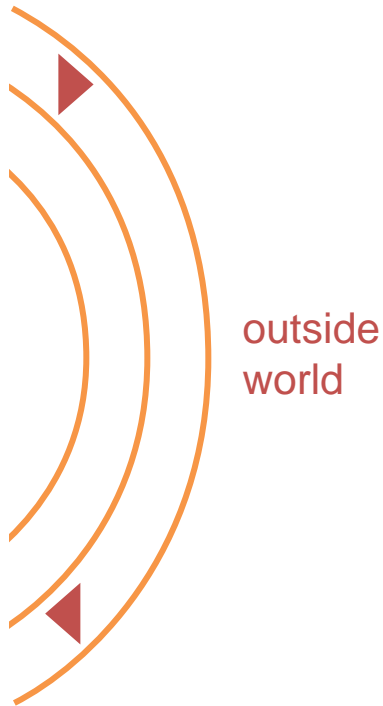
Systems and sub-systems



Jackson (1990)



The viable organisation



where we are going

Vision, strategy, business development, renewal and succession

If absent:

Lack of direction, short-termism, out of touch with client's emerging needs and competitive threats

creating the future

who we are

nurturing identity

If absent:

Lack of passion, displaced energy, no 'moral compass' no basis for strategic decision, lack of constancy and consistency

managing the present

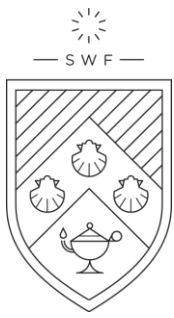
Purpose, values, behaviours, beliefs, policies, standards

what we do

Allocation and management of resources, optimising performance, delivering results

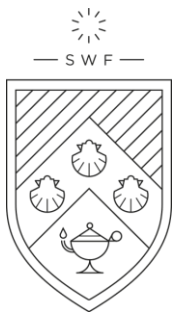
If absent:

Poor results, lack of resources, under performing people, dissatisfied clients and shareholders



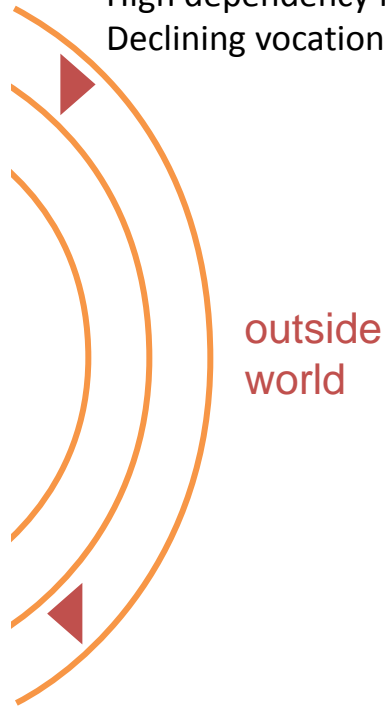
Using the Trialogue

- Use the model to diagnose your Church and, perhaps, your ministry
- What does the activity suggest about the agenda for you and your Church?
- Work on your own and then share with colleagues around the table



An example – a religious care organisation

Rising expectations
Increased regulation
Reducing demand for residential care
High dependency residents
Declining vocations



where we are going

creating the future

who we are

nurturing identity

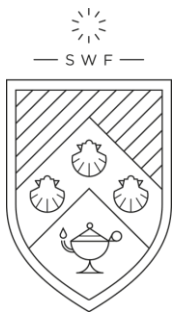
managing the present

what we do

No long-term strategy or vision: 'the future we are currently in' = continued closure

High levels of commitment to Nazareth purpose and values – but many questionable assumptions about what that means

Struggling to maintain services efficiently or at all. Inadequate processes, operational failure



Reading List

Ackoff, R.L. (1981) *Creating the Corporate Future*, Wiley, New York

Beckford, J. (2015) *The Intelligent Organisation*, Routledge, London

Beckford, J. (2010) *Quality (3rd edition)* Routledge, London

Elford, K.A. and Beckford, J. (2012) *The Nazareth Dance*, Telos Partners, Windsor

- See www.elfordconsulting.co.uk/publications

Elford, K.A. (2013) *Creating the Future of the Church: A Practical Guide to Addressing Whole System Change* London, SPCK

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Harle, T. (2014) *Ministry and Management: Convergence, Divergence and Prospects*, www.susannawesleyfoundation.org/ministry-and-management-convergence-divergence-and-prospects

Mead, L.B. (1991) *The Once and Future Church*, Alban Institute

Morgan, G. (1986) *Images of Organisation*, Sage, London

Rudge, P. 1968 *Management and Ministry*, Tavistock, London

Susanna Wesley Foundation website, especially susannawesleyfoundation.org/conversations