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

Objectives:

- Review church structures
- Cover the key concepts of simplified structure and the accountable leadership model
- Understand the reasons on why and how to transition
- Recognize the connection between mission, vision, and goals for simplified, accountable structure
- Cover the SIMPLE model for accountability
Typical Church Structure

The typical church structure is driving the mission versus the mission driving the structure!

Why?

• Common stated reasons are less meetings & unable to fill committee spots
• True potential is reclaiming our purpose
• Felt Need vs Transformational Fruit
• Technical vs Adaptive change

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
TABLE TIME

What is driving your church?
Why did your church transition to the model or why are you considering transitioning?

Structure & Changing Generations

- Gen Z, iGen, or Centennials: Born after 1995
- Millennials or Gen Y: Born 1977 to 1995
- Generation X: Born 1965 to 1976
- Baby Boomers: Born 1946 to 1964
- Silent Generation: Born before 1946
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

Inward Focus

Hard to win if you're not 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.

Typical Simplified Structure

9 to 13 members elected by the Charge Conference

Six – Nine members*

Must also include in the total of 9-13:
- Board Chair *
- Lay member to Annual Conference *
- Lay Leader *
- UMM +
- UMW +
- Youth

*All serve as Finance, Trustees, & SPR
+ if a chartered group exists
# Can be combined positions
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** (aka Guiding Principles)
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 aligned to Effectiveness
3. Shift to accountability
4. Shift to strategic & generative focus
New Leadership Agenda

1/3 – Spiritual Formation, Leadership Development, review of new people/families
1/3 – Review goals with accountability and reallocation of assets and resources
1/3 – Deal with pressing decisions/issues, help groups as needed, problem solving

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
• Evaluate current year ministry
• Review vision & church life cycle
• Set new annual goals
• Set budget after strategies designed
TABLE TIME

If your church is using this model, what shifts (if any) would be helpful in how the Board is aligning and using their time?

If your church is considering this model, what shifts would be needed by the leaders and congregation to fully embrace it?

Accountable Leadership AND Simplified Structure

“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
What type of leadership model is your church currently using?

**Accountable Leadership**

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

**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
(Modified from Winning on Purpose, by John Edmund Kaiser)

Owner: CHRIST
1st Beneficiaries: PEOPLE OUTSIDE
2nd Beneficiaries: PEOPLE INSIDE
Player: THE BOARD
Position: GOVERNANCE
Player: THE PASTOR
Position: LEADERSHIP
Player: STAFF/TEAM LEADER
Position: MANAGEMENT
Ministry Team
Ministry Team
Ministry Team
Ministry Team
Ministry Team
Ministry Team
Ministry Team
Ministry Team
Confusables
Nominations
Accountable Leadership
Organizational Chart

Owner: GOD
1st Beneficiaries: PEOPLE OUTSIDE
2nd Beneficiaries: PEOPLE INSIDE

Player: THE BOARD
Position: GOVERNANCE

Player: THE PASTOR
Position: LEADERSHIP

Player: Family Ministries Coordinator
Position: MANAGEMENT

Child's Team
Youth Team
College Age Team

Player: Director of Worship
Position: MANAGEMENT

Choir Praise Team Worship Design Team Mission Team Hospitality Team

Draw your church's organizational chart.
What shifts would need to occur to live fully into the simplified, accountable structure?

TABLE TIME

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

Strategic Ministry Planning help us "AIM!"
Mission

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

Everything flows from mission...

Vision

Vision is the unique way a congregation achieves or accomplishes the mission.

The vision articulates God’s preferred future for the church.

Vision comes from the intersection of the needs of the community, the passions of the leaders, and the gifts of the congregation.

Church Wide Goals

What are the three to five “big picture” things does the church need to accomplish so that the vision becomes a reality?

- Who? Specific
- When? Measureable
- Where? Achievable
- How? Relevant
- Did it work? Time-Based
Five Elements to Strategic Planning:

1. Mission
2. Vision
3. Core Values
4. Goals
5. Objectives

The Focus Changes

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

Holding Others Accountable is SIMPLE

S = Set Expectations
I = Invite Commitment
M = Measure Progress
P = Provide Feedback
L = Link to Consequences
E = Evaluate Effectiveness
TABLE TIME
How would you rate your church in its practice of accountable leadership and strategic planning?
What would move your church to the next level?

Who Should Adopt?
ALL CHURCHES - Accountable Leadership
SOME CHURCHES - Simplified Structure & Accountable Structure
NO CHURCHES - Simplified Structure without Accountable Leadership

Simplified, Accountable 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)
Thank you!