



## Predicting and Shaping Your Church's Future

Association for Interim Ministry  
with Dan Hotchkiss  
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1

### Plan for Today

10-10:15	Introductions & Overview
10:15-11	1. Foretelling and Shaping the Future
11:15-noon	Lunch break
12:30-2	2. How to Case a Church Two Kinds of Power in Your Church
2-2:15	Break
2:15-4	3. How to Choose Strategies and Make Things Happen

Extra "handouts" at [danhotchkiss.com/aim-october-2022/](http://danhotchkiss.com/aim-october-2022/)

2

### Takeaway 1:

We foretell the future by reflecting  
systematically on the past.

3

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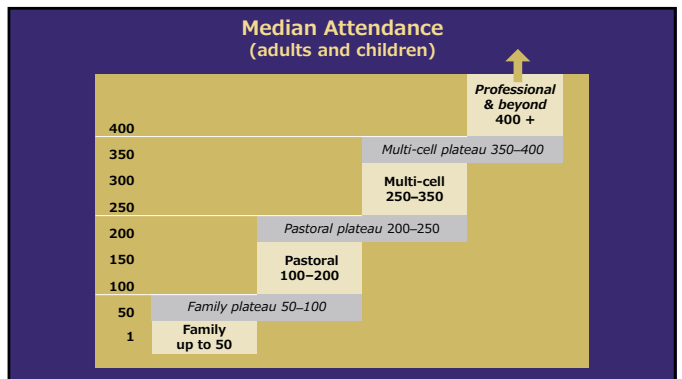
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### What to measure?

Growth is a matter of CAPACITY:

1. Seating
2. Leadership style
3. Parking
4. Worship style
5. Adult social and program space
6. Education space

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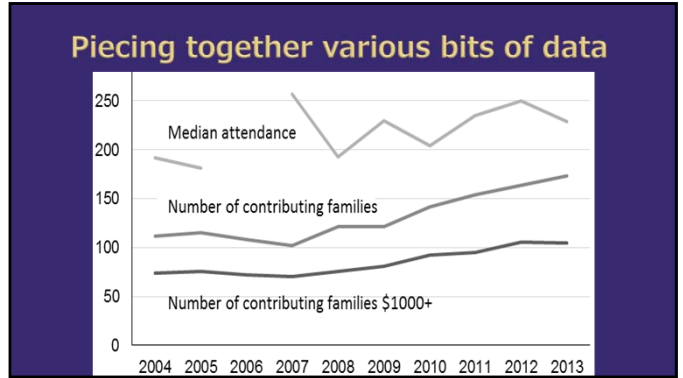


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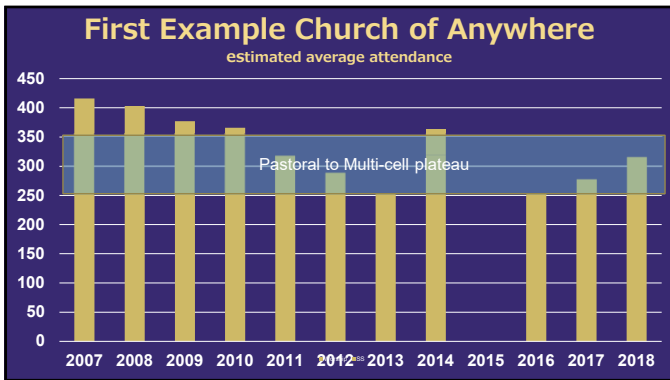
### Congregation sizes and modes of joining

Category	Attendance	Mode of "joining"
Family	up to 100	Parental blessing
Pastoral	100-250	Feeling connected to the "pastor"
Multi-celled	250-400	Belonging to a subgroup
Professional +	250+	Trusting the institution

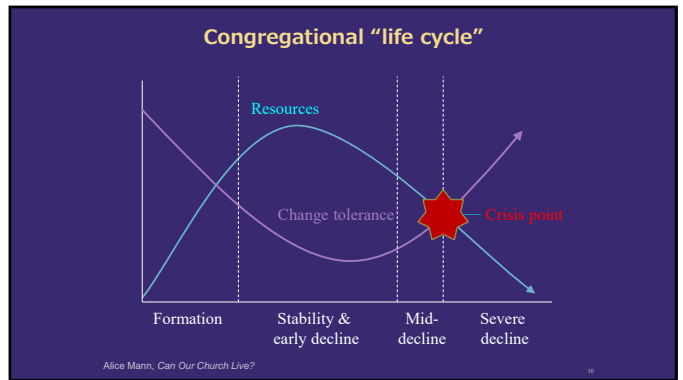
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10

### Levels of conflict

1.	Normal	Our differences are no problem.
2.	Disagreement	Our differences are a problem.
3.	Contest	Our problem is that you are not yet convinced.
4.	Purge	You are the problem. The solution is to get rid of you.
5.	Punish	You are the problem. The solution is to hurt you.

Based on Speed Leas, Moving Your Church Through Conflict

11

### History event

Preparation:

- Long, writable strip of paper: 6-10 feet for each remembered decade, marked in advance with years & clergy tenures
- Round tables for 6-8 with room for movement around the room.
- Lots of markers and some pens and writing pads
- Easel and newsprint for the facilitator

Process:

- Skilled facilitator, preferably from outside the group
- 20 min. for people to write their memories on the paper strip
- Pen and paper activity, table discussion, wrap up.

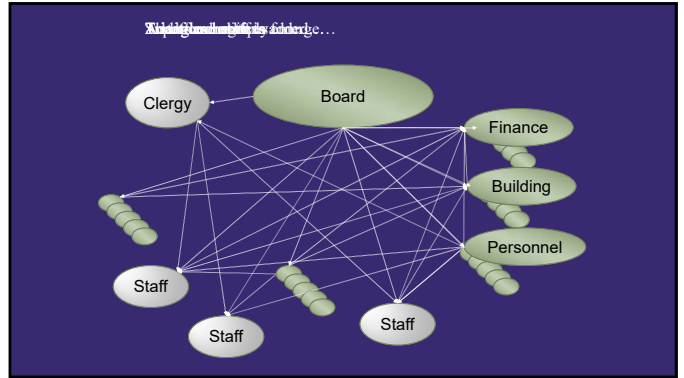
12

### History Event Discussion Grid

	Era #1	Era #2	Now
<b>What was going on in our context?</b> <ul style="list-style-type: none"> <li>• local community</li> <li>• wider culture</li> <li>• wider church</li> </ul>			
<b>How did we understand our distinctive "calling" as a congregation? Clues:</b> <ul style="list-style-type: none"> <li>• name</li> <li>• location</li> <li>• building style and size</li> <li>• clergy strengths</li> <li>• primary programs</li> </ul>			
<b>What did we strive for?</b> <ul style="list-style-type: none"> <li>• Number of members</li> <li>• Characteristics of members</li> <li>• Staff, budgets, activity</li> <li>• Influence on others</li> <li>• Influence on ourselves</li> </ul>			

*Adapted from Holy Conversations, by Gil Rendle and Alice Mann*

13



14

**Takeaway 2:**

Facts about the past are (only) as useful as the conversations they produce.

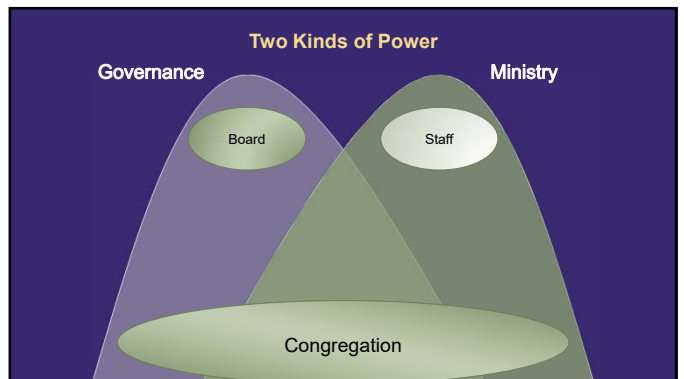
15



16

## Two Kinds of Power in Your Church

17



18

**Governance: The Job of the Board**

In a business:  
 "To represent the owner"




In a congregation:  
 who's the owner?

19

Dan likes to say:  
 The "real owner"  
 of a congregation is its  
**MISSION**



20



Like the stockholders  
 of a business,  
 the **mission** is entitled:

- To benefit from congregational work
- To determine leadership and priorities
- To be "represented" by the Board

21

**What is the mission?**




the **core product**  
 of all social-sector  
 organizations:

**"a changed human being"**

—Peter Drucker

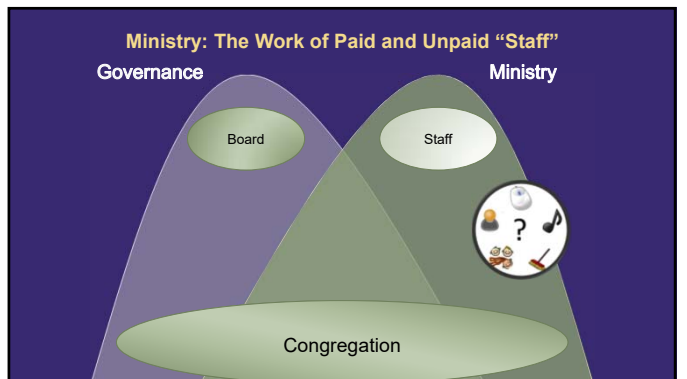
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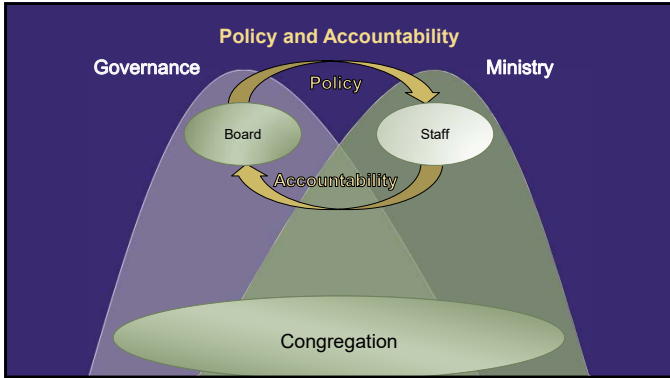
**Our mission**

The small piece of God's will  
 that is ours to do

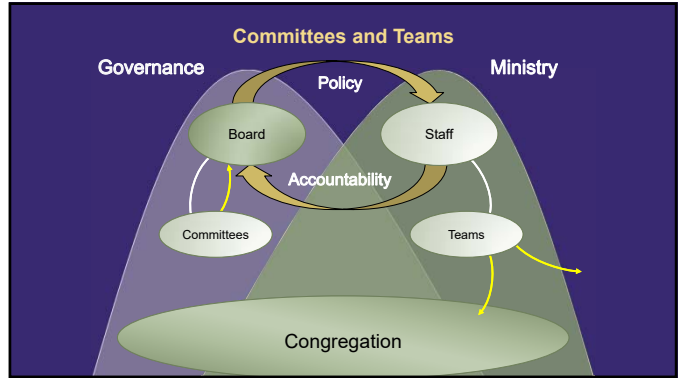
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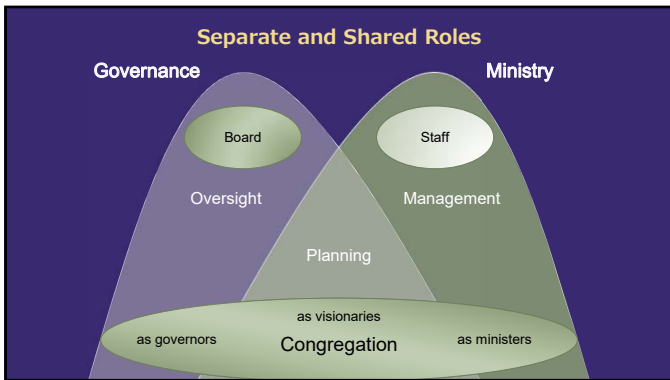
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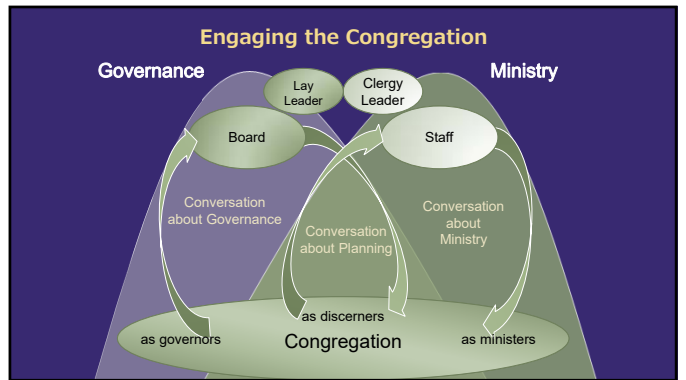
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**Core principles of G&M**

**The Board**, in partnership with the Pastor, produces plans and policies. The Board is accountable to the congregation.

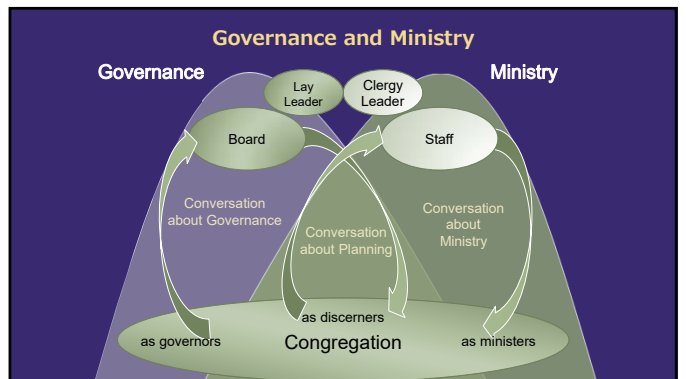
**The Pastor**, as head of staff, produces ministry results. The Pastor is accountable to the Board.

Leaders are skillful at delegating **authority**, giving **guidance**, and holding others **accountable**.

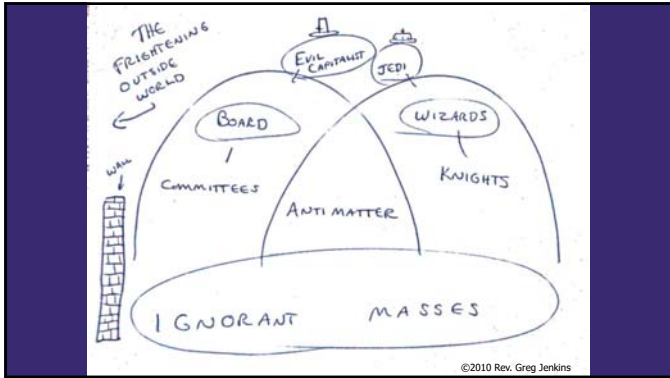
**Committees** help the board to govern.

**Teams** help the Pastor to produce ministry results.

29



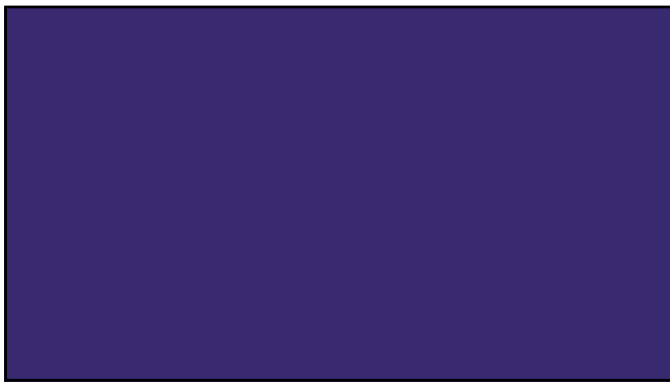
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31

**Takeaway 3:**  
 Wise congregations delegate  
 governance and ministry separately  
*and*  
 insist that they be exercised in partnership.

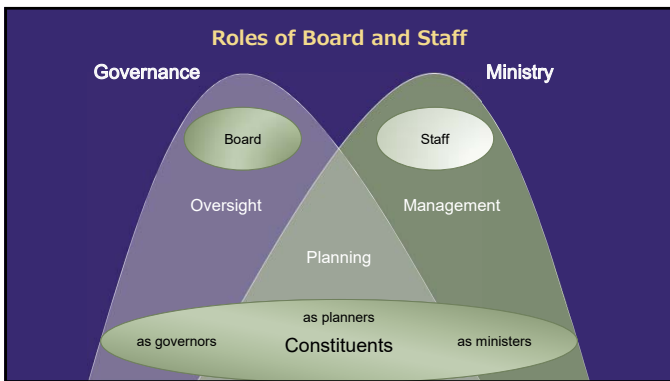
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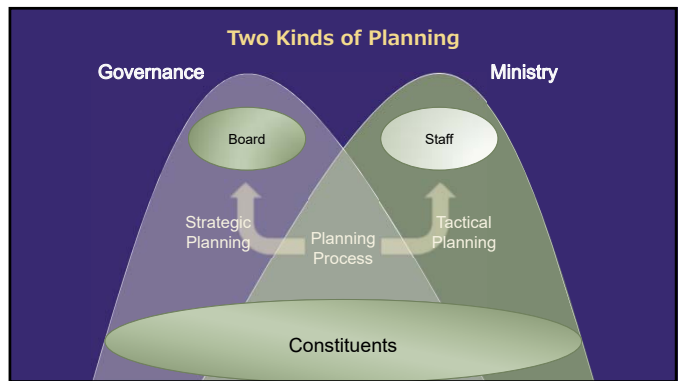
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**Annual Cycle  
 of Board-Staff  
 Collaboration**

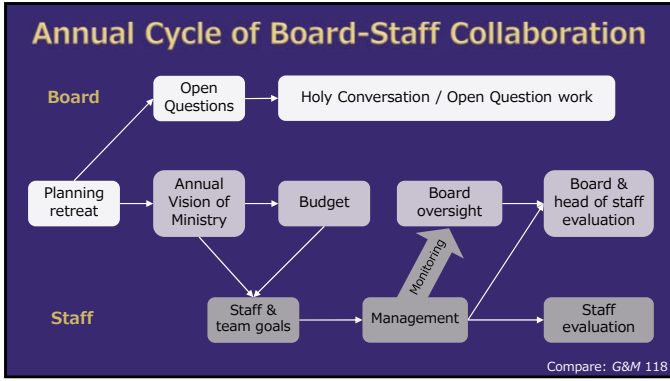
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35



36



37

### Annual Planning Products

#### Vision of Ministry

What big steps forward do we mean to take in the next year or so? Up to three (3) big goals.  
Board decides in partnership with the head of staff.

#### Open Questions

Topics for next year's holy conversation.  
Board hosts conversation that includes many others.

38

GOALS FOR 2022-23 ANNUAL VISION OF MINISTRY	OPEN QUESTIONS FOR 2021

39

### The Annual Vision of Ministry Declares Strategic Choices

*Not too big:* "Eliminate racism in Center City"  
*Not too small:* "Hire a Social Justice Minister"  
*Just right:*

Offer pathways for spiritual development to people at all stages of life and faith.  
Strengthen our ministries in Northeast Center City through new partnerships, expanded service and deeper congregational relationships.  
Learn about our potential new members and experiment with ways to present ourselves to them.

40

### Questions to ask about Annual Vision Goals

(if a goal is too small)

What would be GOOD about that?

(if a goal is too large)

What would we DO about that?

41

### Open Questions Point to Future Strategic Choices

*Not too big:* "What would Jesus do?"  
*Not too small:* "Should we hire a Youth Minister?"  
*Not academic:* "What attracts young people to church these days?"  
*Just right:*

"What kind of hub can we become for our local neighbors?"  
"How can we better leverage the talents of our congregation to serve each other and the community?"

42

### Examples of Open Questions

- Now that we are smaller, how will we refocus our ministry to make it vital and sustainable?
- How will our church express the social principles that once led us to found our ministry in Guatemala?
- What new identity will build on our reputation as "the Norwegian church"?
- What are the core values for which we would sacrifice unity?
- How will we earn the trust of our potential donors in our church's competence at using their gifts?

43

### Examples of Open Questions

- What difference does this congregation mean to make in our denominational family?
- Whom shall we invite to join us as worshippers, and how do we mean to change their lives?
- What is our "brand"? How do we wish to be known by others?
- Is this church ready and willing to undergo a size transition? If so, how will we prepare?
- What difference do we want worship to make in the lives of the variety of people who now come to us?

44

### Takeaway 4:

**Good questions produce sustained discernment  
and  
empower bold and experimental action.**

45

46