

**The New Thing**  
***Alan E. Nelson, Ed. D.***

**Introduction:**  
**The 29<sup>th</sup> Day**

- The young are not coming back
- The majority of us have lost a missionary mindness

**The “C” Word**

- Of 17 church group categories considered to be most and least preferred by unchurched newcomers, the holiness category was least preferred. We ranked far behind New Age, Buddhist, Unitarian, Jehovah’s Witness, Non-denominational, and Pentecostal, and not far behind Mormon, Baptist, Judaism, Lutheran and Catholics.

**Chapter 1:**  
**New Paradigm Pastors**  
*Alan Nelson*

- “Most pastors are teachers, church managers, resident theologians, counselors, and nurturers.”
- “We’ve recruited people who do not necessarily fit into the new position. The new role of the pastor is primarily that of leader.”
- The average pastoral stay per church is right a 3.5 years; the average career in ministry is 10.5 years.
- A majority of our recent ministerial burnout and frustration levels are primarily caused by changing paradigms.

**Jethro...Church Consultant**

- We find too much pleasure in frontline ministry instead of building organizations made up of frontline ministers.
- The pastor’s job is to make sure ministry takes place, but not necessarily perform the ministry himself.

## Why The Change?

- It is evidence of a strong, underlying, cultural transition which seeks pastors who are wired and trained to lead over more traditional teaching, caring, managing types.
- We cannot be certain why the pastoral paradigm is changing, but we need not look far to get some pretty good ideas:
  - Lay movement:
    - Filling slots is the old paradigm
    - Spiritual gifts assessments, lay ministry resources, and developmental tools are all signs that God is helping people catch the vision for lay ministry.
  - Boomers and Busters:
    - The Boomer generation is reaching mid-life
    - Boomers have always been pro-participation
    - We want to experience our religion and not just watch it from the back pew
    - GenXers are even more adamant about putting feet to their faith
    - The Boomers and Busters are the best-educated generations in history
    - As education increases, so does the desire to participated and lead
  - Larger Churches and Complex Ministries:
    - We see a growing need for diverse ministries
    - We are consumer oriented
    - Small churches do not have the resources to respond to a large array of emotional, social and spiritual needs.
  - Social Rate of Change Escalating:
    - They look to pastors for guidance as leaders, not just counselors or spiritual technicians.
  - Holy Spirit Revival for Post-Modern Times:
    - God is seeking to do something new in our nation.
    - Leaders deal with change.

## Soul Inc.

- The 21<sup>st</sup> century model pastor is more a CEO of a spiritual corporation
- Leaders are those who catalyze change and pursue necessary course deviations to reach the destination.

## Transformational Leaders

- The kinds of leaders we need in the 21<sup>st</sup> century church are primarily transformational rather than incremental.
- We must be about aggressive church planting, but the temperament necessary to start a church is unique.
- Entrepreneurial gifts are innovative, resilient characters are a must.
- We will need to find and develop risk takers and give them permission to take chances.
- The leader must exude vision and boldness.
- What pastoral leadership most lacks these days is passion. A vision is a dream with passion.
- The transformational paradigm does not assume personal survival but instead vision realization at any cost.

## **Chapter 2:** **Exploding the Lay Ministry Myths** *Gary Morsch and Eddy Hall*

- “Martin Luther spoke of it, but we must begin seeing all believers as ministers, as priests, and we must unleash them.”
- Elton Trueblood wrote, “If the average church should suddenly take seriously the notion that every laymember – man or woman – is really a minister of Christ, we could have something like a revolution in a very short time.”
- The revolution will come to your church when these four ministry myths are exposed:
  - Ministry is just for “ministers.”
  - Ministry refers only to meeting spiritual needs.  
When people believe ministry is restricted to meeting spiritual needs, the people God has called to meet physical or social needs may end up feeling like they have no ministry.
  - Most ministry takes place when the church is gathered.

One pastor says, “The church is most the church when the sanctuary is empty.”

- Some Christians are called to do secular work  
For the Christian, every activity is to be sacred.

**Chapter 3:**  
**Staffing the 21<sup>st</sup> Century Church**  
*Alan E. Nelson*

- Seven trends characterize the new paradigm style of staffing churches:
  - Raising Homegrown Staff
  - Staff as Leaders  
Old paradigm sought staff who could “do”  
Staff must not only know how to “do,” but must be able to develop teams
  - Better Pay and Resources  
The move of the future is to find top-quality people and then care for them well
  - Perpetual Training  
Sending people to conferences, subscribing to periodicals and tapes, and promoting continuing education will be the trend in cutting-edge ministries.
  - Obfuscation of Paid Vs. Volunteer Staff  
Pastors must see that their staffs include paid professionals as well as part-time and full-time volunteers
  - Team Building  
The primary role of the pastor in new paradigm church staffs is to build team spirit and nurture a culture where we thrive on growth and ministry.
  - Pastors as Leaders/Vision Casters  
Leaders in the future are kinder, gentler, and more team oriented than in the past. They realize their job is to create synergy among the many parts, not just “lord over” an organization.

## Homegrown Staff

- The new paradigm suggests that biblical and/or seminary training is a plus for senior pastors, but what qualifies other staff members is the demonstration of giftedness, loyalty, enthusiasm for a ministry area and leadership.
- The goal is not to hire ministers but to recruit those who can train and develop laity to minister.

## Benefits of Homegrown Staff

- Perhaps the strongest reason for elevating lay people to staff status is that they are raised in an environment where they understand and are committed to the philosophy of ministry created by the pastoral staff.
- Prior to inviting a lay person to staff level, you have the opportunity to observe the person's temperament, loyalty, ministry and work ethic.
- Hiring lay people is often more economical.
- Homegrown staff tend to be more committed to long-term ministry because they are less interested in seeing ministry roles as stepping stones.
- Homegrown staff come with an existing local network of friends, neighbors, and contacts, both inside and outside the church.

## How to Treat Volunteers Like Paid Professionals

- Include all those you consider staff in staff meetings.
- Train, Train, Train.
- Give them your home phone, private e-mail address, pager or cell phone numbers.
- Hold them accountable.
- Provide a budget and expect periodic progress and feedback reports.
- Include all the staff in an annual retreat where you team build, plan, brainstorm, and set the course for the upcoming year.
- Equip them.
- Provide nonverbal perks and titles.
- Don't do their job for them.
- Refer others to staff members.

## Potential Shortcomings of Homegrown Staff

- Lack of professional training.
- Lack of respect and local baggage.
- Difficult to confront/fire.
- Tunnel vision.

## Staff Infection

- Haste Makes Waste:  
The discomfort of a vacancy is far less painful than hiring the wrong person.
- Focus on Task:  
Strategic thinking does not build a position around a favorite person.
- Know Your faults:  
Many leaders are natural at selling a dream and seeing the best in people, but those are not always the best skills for hiring someone.
- Hire For Attitude:  
You can teach skills.
- We're All Temps:  
Everything is beautiful in its time. When that season has passed, affirm the person but acknowledge the need to move on.  
Most staff need to be measured in three areas: talent, attitude, and organizational skills. A person who plateaus in any one of these areas will tend to become a liability.  
Peter Drucker said that for every 20-30% of growth, you need to restructure an organization.
- Avoid Clones:  
Diversity helps us avoid blind spots.
- Leadership Reflection:  
If you find perpetual staff frustration, share the blame and analyze yourself, because staff reflects leadership.  
Strong leaders hire/recruit strong staff. Weak leaders either do not recruit or do not keep strong staff.

**Chapter 4:**  
**Turning Church Committees into Ministry Action Teams**  
*Stan Toler*

- H.B. London, Jr. recently stated, “Most pastors are chronically fatigued!” Could it be that part of this frustration revolves around the fact that church leaders spend long hours in committee meetings dealing with a “brakes-on mentality”?

**What on Earth Does a Church Committee Do?**

- Most church committees focus on the following areas in order to maintain the status quo:
  - Planning the church calendar
  - Dealing with personnel matters
  - Spending and budgeting finances
  - Maintaining and expanding facilities
- Very little time is given in most committee meetings to vision casting, strategic planning or evangelism and discipleship.

**Why Build Ministry Action Teams?**

- Every leader needs a team!
- Why have a ministry action team?:  
Shared Vision and Values  
 Church teams must fulfill the mission of Jesus and understand the value system of a holiness Christian!

Biblical Models for Team-Building

Acts 6:1-8

Romans 12:4-5

Increased Effectiveness

Ecclesiastes 4:9-10 “Two are better than one...”

**Defining Ministry Action Teams**

- A ministry action team is a group of church leaders working together for the common purpose of building God’s Kingdom.

**Chapter 5:**  
**Relevancy Bytes**  
*Wes Dupin*

POINT OF RELEVANCE:

A church that doesn't whack you on the side of the head

LESSON:

Teach that commitment to church must be freely given

POINT OF RELEVANCE:

Let the walls come down.

LESSON:

Invite those who are not members of the church to participate freely with those who are.

POINT OF RELEVANCE:

Be a church where there's a lot of freedom in the basement.

LESSON:

Unchurched people need a safe place to explore and investigate Christianity.

We need to make as many entry points into the mainstream of the church as possible. While there are more formal forms of worship going on upstairs on Sunday mornings, recovery and sharing groups meet in the basement on week nights and weekends.

POINT OF RELEVANCE:

Think like unchurched people.

LESSON:

We don't have to agree with our culture, but we must understand it.

POINT OF RELEVANCE:

Color outside the lines.

LESSON:

The worst thing that can happen is nothing.

**POINT OF RELEVANCE:**

Rule number one: There are no rules.

**LESSON:**

Employ every imaginable approach so that you might reach some for Christ.

**Chapter 6:**  
**Church Health**  
*Marty Grubbs*

- A church is healthy when there is a clear understanding of one another's gifts and abilities.
- The church is healthy when there is unity.
- There are ten factors that will help us continue in our growth:
  - Discernment:  
A management expert said, "One of the greatest tasks of leadership is to define reality, to see things as they really are."
  - Trust  
When a pastor is willing to be a student of his own life and people, he will make decisions that will serve the people of the church.
  - Unity  
We must discern when there is potential conflict and help people solve issues before they become ignited by emotions.  
Communication is another key role in maintaining unity.  
Consensus building has been another key in our unity.
  - Leadership  
When you have discernment that leads to trust and unity, you then have won the right to lead your people.
  - Vision  
What is vision? A vision is a clear mental picture of a preferred future.

- Clarity of Mission  
What will you always do?  
What will you never do?
- Finances  
We must clearly teach biblical stewardship.
- Staff  
Hire as soon as you can.  
Hire staff using clearly defined job descriptions.
- Facilities  
Facilities must be functional.  
Facilities must match who you are.
- The Future  
A final ingredient in building healthy, growing churches is to always prepare for the future.

**Chapter 7:**  
**Future Church Worship and the Arts**

21<sup>st</sup> Century Worship  
*Mark Cork*

**Knowing How to Plan**

- Lyle Schaller said, “We need to design our services for the people not yet coming.”

**Knowing What to Plan**

- When beginning this process it’s vital to remember three things:
  - Your target profile.
  - Each person is at a different point in understanding the gospel.
  - Each person is entering with a different heritage and perspective.

## **Drama and Arts Come to Church**

*Nancy Nelson*

- We need creative communication to reach a mediated culture.
- Multimedia, drama, and dance engage our senses into our worship.
- The arts often attract those who have been turned off by traditional churches.
- Media and the arts utilize the gifts of those often overlooked by the church.
- Educating a post-Christian society requires multiple messages and media.

## **Chapter 8: Leading with Wet Feet**

*David A. Slamp*

### **Why We Must Move Ahead**

- We must move ahead because the universal priesthood of believers is real.
- If the pastor has to do it all, the church will grow about as fast as one person can work.
- Far too many Wesleyan heritage churches are either declining or just not reaching and evangelizing the lost.
- We must live out what we believe and preach – that people are saved and filled with God’s Holy Spirit in order to reach a lost world.
- The world is crying out and literally dying for intimacy and relationships.

### **Realistic Solutions**

- Of the 30 churches studied by George Barna that have literally turned around from declining to thriving congregations, the common denominator was that the pastor equipped the people for ministry. “... turnaround pastors gave top priority to *equipping the laity for effective, targeted ministry.*”
- Small groups work best when they are a ministry, not a program.

**Chapter 9:**  
**Excellence – Overcoming the Lake Wobegon Effect**  
*Glenn Teal*

- Schaller said that just as the 60s, 70s, and 80s were noted for church growth, the key to the 90s and the first part of the 21<sup>st</sup> century is quality.
- One leader who has had a burden for quality is Glenn Teal, a Canadian under whose ministry the Lakeview Free Methodist Church in Saskatoon became the largest Free Methodist Church in Canada.

Tough Questions

- What would it take to move this ministry toward greater excellence?
- How can we improve what is now acceptable in this ministry, so that it becomes very good?
- If some aspects of this ministry are far from excellent – should we suspend them until we can do a more God-honoring job?
- What simple things could we do in the next 30 days to improve the quality of our: music, nursery, facilities (outside and inside), printed materials, youth and children's programs, teaching and preaching?

Leadership with Vulnerability

- Senior pastors can never exclude themselves from the evaluation process if they expect to improve.

Find Some Models

- What does excellence look like?

Concepts Not Details

- As you network, don't look for details to copy as much as concepts.

New Standards

### Invest More than Money

- Excellence isn't just throwing more money at our weak places. It is making the commitment to do the very best to honor God with what we have.

### Excellence Honors God and Inspires People

### Excellence, Yes! Perfectionism, No!

### Private Contract with God

- Excellence in ministry begins in the heart of the leader.

## **Chapter 10:** **Transitioning a Rural Church**

*\*Dwight Mason*

*\*Dwight is the senior pastor of Sugarcreek Free Methodist Church in Ohio*

- Cultivate Strong Vision  
Vision is a deliberate choice to be God-centered, positive, and forward
- Deliberately Build Morale  
Lyle Schaller says low morale is the number one problem of the average church, rural or urban.  
A wise pastor will help the church have a win or two pretty quickly and publicly celebrate every victory.
- Consistently, Sincerely Affirm the Congregation  
Acknowledge their gifts and abilities and regularly affirm our need and appreciation for them in the life of the church.
- Build a Good Name in the Community

- Concentrate on the Strengths of Your Community
- Highlight Ministries Regularly and Make Heroes of the Ministers Leading Them
- Plan Your People Investments Well  
The pastor needs to be a friend to everyone, but prime time must be spent equipping the ones who will multiply the ministry.
- Emphasize Excellence within Your Capabilities  
What sets the champions apart is the desire to prepare.
- Plan Big Days
- Get Organized
- Let Leaders Lead  
As they lead, involve as many as possible in new steps.
- Making Disciples Is Our Primary Responsibility
- Focus Outward  
Encourage stewardship at every level and lead the church with your own giving.
- Be Willing to Lose a Little to Win Big  
Choose your battles wisely.
- Continually Look Forward  
Celebrate from where you have come, but always keep the picture of the preferred future in front of you and your people.

**Chapter 11:**  
**Menu Ministry**  
*Joe Seaborn*

There are different reasons why the church is coming along so well:

- “We’re trying new things and people are enjoying the freshness.”
- “Things are always changing, but the regular programs keep going too.”
- “People are involved. They have both ownership and leadership.”
- “They do all the basics here, but they do them with lots of creativity.”
- “There’s a ton of attention to the personal touch.”
  - Layered Letters
  - Living Roses – Every few Sundays, we buy a half-dozen red roses and surprise a few folks.
  - “Bisits” – A “bisit” is a “visit with a busy person.” If people visit our church, we have a policy that rhymes, “KNOCK ON THE DOOR WITHIN TWENTY FOUR.” We don’t go in – unless God seems to urge it.
- “We are learning how to celebrate and affirm the uniqueness of each generation.”
- “We have things going on for almost every known need in the church. People can find all kinds of places to connect.”
- “Our pastor is sensitive to people and has found several ways to lead them to Christ.”

**Chapter 12:**  
**Transforming a Traditional Church**  
*Bob Huffaker*

**What Steps Did We Take?**

Change of Attitude

I began to preach and teach on attitude

Educate! Educate! Educate!

Cast the Vision

Focus on the Outward

- Once they understood why I was doing what I was doing, the complaining began to cease.

### Build Rapport

- I knew I had to have the support of my influences, so I put forth extra effort to build a positive rapport with the lay leaders in the church.

### Establish Credibility

- Never promise more than you will produce, and always be aboveboard with your plans and decisions.

### Produce

- Make sure you produce. Nothing succeeds like success.

### Make Hard Decisions

- Be willing to make hard decisions.

### Establish Credibility

- Walk your talk; do what you say.

### Be Flexible

## **Conclusion**

John Maxwell's tape, "Growth Equals Change," outlines ten steps a pastor must make in order to launch a new idea:

- Let your enthusiasm for the new idea show.
- Pre-sell to key people.
- Explain all the reasons for changing.
- Discuss the risks.
- Show anticipated results.
- Encourage the proper form of disagreement
- Promote what the project is, not what people think it is.
- Establish short-range goals.
- Keep influential people on board.
- Stay on top of the problem. Be vigilant.

**Chapter 13:**  
**Spare Some Change?**  
*Alan E. Nelson*

**Churches of Change Are...**

- Leader Led
- Visionary Toward The Future
- Understanding the Psychology of Change  
Over 85% of people tend to avoid changes because they are stressful and contrary to their inner wiring.
- Focused On Progressive Opinion Leaders  
Leaders must seek to recognize and develop the group called progressive opinion leaders.  
2-5% of people will be innovative.  
15% or so are progressive.  
25-35% are early adopters.  
25-35% are late adopters.  
15% are laggards.
- Cultivating The Climate For Change  
How does a leader prepare the church to accept change?
  - Preach and teach the basics which underlie the need for the changes.
  - Educate leaders with books, tapes, and speakers who sow new thoughts.
  - “Come and see for yourself.”  
Visions are better caught than taught.
- Strategy Regarding the Change  
Effective leaders intuitively know when to move.  
Managerial pastors nearly always pause too long and underestimate the possibilities in implementing change strategically.
- Affirming the Victories While Loving the Laggards  
Loving the footdraggers is just as important as encouraging the dreamers.

## **Chapter 14:** **Church Plants**

### **What Does It Take To Plant A Church?**

*Robin Wood*

If you want to be a church planter you must be able to:

- Cast vision with passion and zeal for the lost.
- Raise money.
- Communicate with excellence in your preaching and teaching.
- Raise money.
- Recruit leaders.
- Raise money.
- Train leaders.
- Raise money.
- Build a quality pastoral staff.
- Raise money.
- Do enough people believe in you to invest in you?

### **Why Church Plants Fail**

*Alan E. Nelson*

- Lack of a visionary leader.
- Money.
- Mismatch with Community.
- Lack of Cohesive Core
- Mediocrity.  
The temptation for planters is to promise more than can be provided.
- Poor Start.  
Sprinters tell us that the race is won or lost in the starting blocks.
- Target to Obscure.
- Too traditional.
- Lack of creativity.
- Lack of Tenacity.  
Ministry is challenging, period. Church planting may be the most challenging ministry in some ways.

**Chapter 15:**  
**Church Daughtering**  
*Wayne Schmidt*

**Preparing the Parent Church**

- The better the mother church is prepared, the more emotionally and spiritually ready it will be to relate to the daughter church in a positive manner.

**Cultivating the Climate**

- The senior pastor must share a sincere and heartfelt burden for church planting.
- Develop one-to-one meetings with key, influential leaders.
- Create a task force to develop the strategy.
- Involve, involve and involve members of the parent church.
- Who should know about the project first?
- What communication vehicles should be used?
- How will the congregation be initially informed and updated regularly?

**Developing a Strategy and Timeline**

- The strategy and timeline should include:
  - Decisions to be made and when
  - Necessary communication with the congregation
  - Items to be done in conjunction with the denomination or overseeing body

**Denominational Relationship**

- Certain items must be clearly specified:
  - The selection of the church planting pastor
  - Where does the authority for supervision of the new church rest?
  - Financial arrangements
  - A name for the new church
  - The church's relationship with other Wesleyan churches
- A denomination must also struggle with the reality that new churches rarely play by all the rules.

## Planting the Church

- The planted church must have the right leader, surrounded by a core group that shares the leader's vision, and matched to the right target area.

## Selecting the Target Area

- Choose a target area that is similar to the community in which the mother church is located, but separated by some driving distance.

## Recruiting the Core Group

- What motivates these people to be part of the new church?
- Do they sense a call to reach the target area for Christ?
- What is their track record? Are they servants or power-hungry; flexible or inflexible?
- Are they in agreement with the new church's philosophy and strategy?
- Will they participate financially and by serving in ministry in the church?

## Selecting the Church Planter

- An effective planter has a holy heart, passionate for a vital relationship with God.
- Experience and educational background must be weighed.

### **Chapter 16:**

### **The Role of the DS/Bishop in the 21<sup>st</sup> Century Church**

*Keith Wright*

- Living in the Supernatural:
  - The normal way of life for the district leader will be to believe that solutions will be found, dreams will come true, and miracles will take place.
  - The district leader will truly be a "prisoner of hope"
  - Top priority is experiencing the supernatural presence of God.
  - Bill Bright suggests six things to cultivate the supernatural presence of God:
    - Think supernaturally

- Plan supernaturally
  - Pray supernaturally
  - Love supernaturally
  - Love supernaturally
  - Seek and use the supernatural enablement of the Holy Spirit
  - Believe God for supernatural results
- Shifting from position power to people power
  - Leadership that is proactive rather than reactive
  - The John Wesley model for leadership is the order of the day.
    - George Hunter III says, “Both of the Wesleys were pragmatists and would do whatever it took to reach people for Jesus Christ.

### **Chapter 17:**

## **The Role of the General Church in the 21<sup>st</sup> Century**

*Keith Drury*

### **What factors in the local church affect the general church?**

- The Influencing Factors:

#### New Generations

Far less “brand loyalty” to denominations

#### Transfer Growth

Transfer members often retain some loyalty from their former denomination.

They are loyal, but loyal to two denominational spouses.

#### Diversity

We have always had diversity, but it is broader today.

#### Second-Generation Christians

The children of denominational loyalists have their own loyalty, but usually at a less intense level than their parents.

#### Political Distrust

In the last 20 years, the conservative, anti-big government mood has prevailed among holiness churches.

Holiness people, along with most other Evangelicals, have come to believe that national headquarters are

wasteful bureaucratic centers, the work of which should be done nearer to grass roots.

#### Tax Cut Fever

Most holiness church people think it is a good thing to lower the obligations to national entities.

#### The Rise of the Super Church

Some super churches wonder if they need a district or headquarters.

#### Parachurch Influence

Individual members today have better access to all kinds of influences beyond their own denomination

#### Generic Soup

The distinction between denominations is not as sharp as it once was.

- The Coming Changes:  
What will be the role of the general church among the holiness denominations in the future?

#### Discipline

The denomination which cannot maintain a moral ministry deserves to disappear.

#### Prophetic Scolding

Who will step in when the church is headed the wrong way?

#### Education

A denomination that cannot train its won ministers usually ceases to be a denomination or is only pretending to be one.

#### Pensions and Loans

If the so-called Xer generation has its way, a denomination's primary role will be with pastors, not the laity

#### Specialty Publishing

The power of evangelical denominational publishing houses has been sliding for decades.

#### Leadership

Leadership will have to be earned, not entitled.

### Wrap Up:

**“We’re Not in Kansas Anymore...”**

*Alan E. Nelson*

Our chances of avoiding church death and movement death are dependent on our willingness to die to our traditions and infatuations with status quo and incremental change.

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