

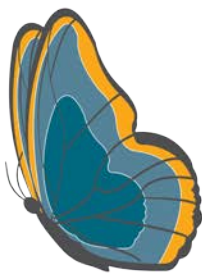


**CANADIAN  
BAPTISTS**  
of Ontario  
and Quebec

# CHURCH & CHANGE

---

A workbook for CBOQ church leadership teams to help  
navigate congregational life and change in  
21<sup>st</sup> Century Central Canada



TRANSFORMING



RESOURCING



NETWORKING



PLANTING



**CANADIAN BAPTISTS OF ONTARIO AND QUEBEC**

*A family of churches  
Transformed by Christ  
Revealing God's Kingdom*



# INTRODUCTION

CBOQ Churches Navigating  
Life in 21<sup>st</sup> Century Central  
Canada

1

NAME

What dynamics do we need  
to NAME in our church?

2

CHALLENGE

What type of  
CHALLENGES are before  
us?

3

NEED

What is our greatest NEED?

4

NEXT STEPS

What are our NEXT steps?

## SELF- EVALUATION

## APPENDIX

# INTRODUCTION

## CBOQ Churches Navigating Life in 21<sup>st</sup> Century Central Canada

For the last few months I have been praying for you and for this gathering. I believe that you are called to love and serve your church, your neighbourhood and your God. Providing leadership in is not an easy practice. Your church recognizes your giftings and talents and invites you to use them to help lead others in mission and ministry.

There are expectations upon you: expectations from God, others in leadership, your church community, family, etc. It can be difficult to navigate those expectations. You are called to be a part of discerning God's expectations for your leadership team. You are called to challenge some of the expectations that the very people who put you in leadership have placed on you. As a leadership team you will disappoint people at times and that is okay. Your challenge is to disappoint people without pushing them over the brink.

Ronald Heifetz says the challenge of leadership is like that of a pressure cooker. Too little pressure and there is not enough heat to bring the necessary transformation that is needed. Too much pressure and you will blow the top off.

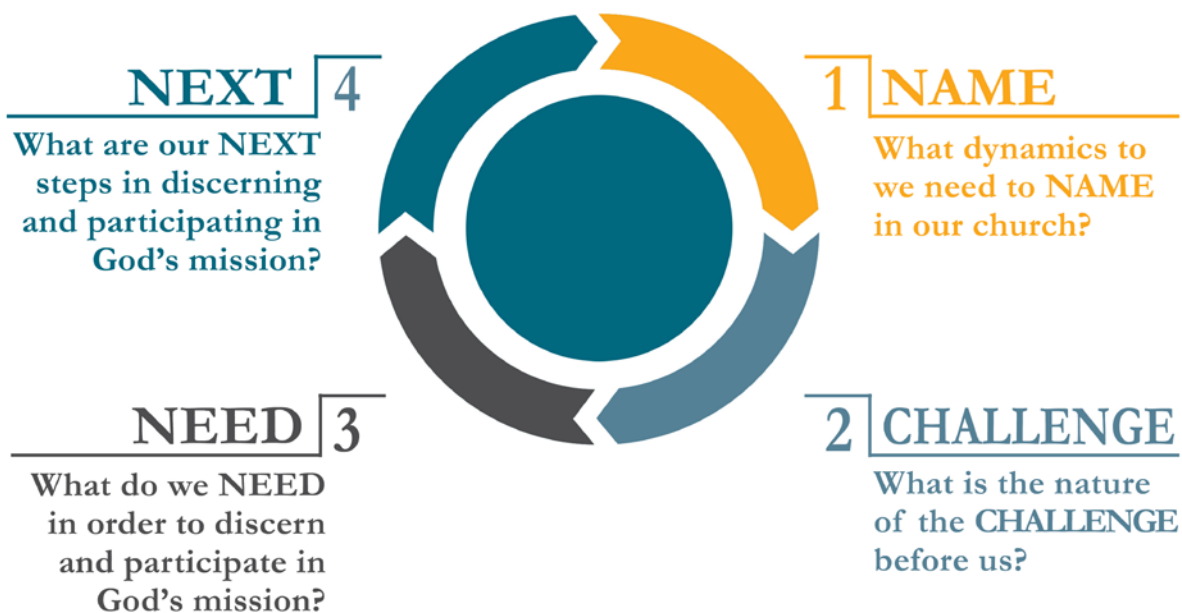
Our society is a changing and challenging context that is ripe with opportunity. Our churches are called to live faithfully to Christ, together, in the midst of this great opportunity. My hope is that you will be encouraged. You are not alone in this endeavor. There are others who desire to be faithful to God's call.

Today you are invited to... dream together, pray together, encourage each other, and listen to each other.

Together we are better.

Peace

Dallas Friesen



# 1

# NAME

There is power in naming something. Throughout scripture we see God changing the names of individuals – Abraham, Jacob, Peter, Paul. God changed their name when there was a new task or challenge before them. We also understand the importance of naming our praises, laments, beliefs, emotions, behaviours and prayers. For churches seeking to discern what they need to do next, it can be very valuable to identify or name the dynamics that have shaped the community.

You are invited to take three snap shots of where your church has been, where your church currently is at and who God could be inviting you to become as a people.

**NAME THE PAST**

**NAMING THE PRESENT**

**AN UNNAMED FUTURE**



NAME

What  
dynamics do  
we need to  
NAME in our  
church?

# NAME THE PAST

Often we can have a need that is an *identified challenge* (“presenting issue”) maybe a financial crisis, conflict or leadership crisis. However, there may also be deeper *unspoken challenges* (people exhibiting power struggles, inadequate organizational structures, etc.). There may be even deeper issues that exist on an *unconscious* level (sin [past or present], lack of trust or respect). In order to discern God’s next step for a church, sometimes we need to name what lies beneath or what has happened in the past.

Name 3 of the historical strengths of this church

<>

<>

<>

Name 3 of the current challenges of this church

<>

<>

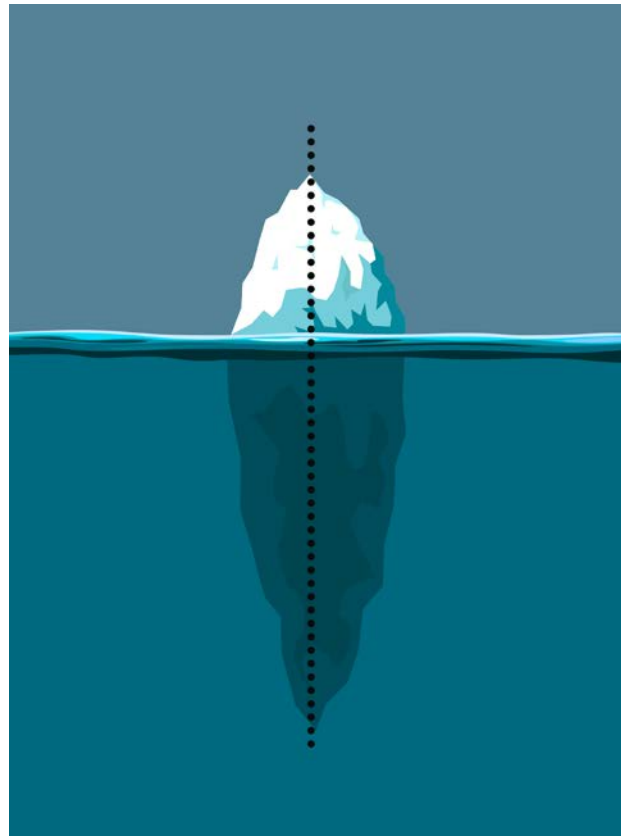
<>

## Strengths

1- identified strength

2- unspoken strength

3- unconscious strength



## Challenges

1- identified challenge

2- unspoken challenge

3- unconscious challenge

# NAME THE PRESENT

---

## Acts 2:42-47 -- The Fellowship of the Believers

<sup>42</sup>They devoted themselves to the apostles' teaching and to fellowship, to the breaking of bread and to prayer.

<sup>43</sup>Everyone was filled with awe at the many wonders and signs performed by the apostles. <sup>44</sup>All the believers were together and had everything in common. <sup>45</sup>They sold

property and possessions to give to anyone who had need.

<sup>46</sup>Every day they continued to meet together in the temple courts.

They broke bread in their homes and ate together with glad and sincere hearts, <sup>47</sup>praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved.

Our church is practicing a common life in the way of Christ. We have our challenges, like any family, however we resolve our conflicts, provide hospitality to the stranger, discern together God's will for us, and have healthy rhythms of celebration, work, rest and play.

Worship is a way of life in God's kingdom and when we gather we love to worship the living, Triune God. When our lives are ordered rightly, our lives are an act of worship. Our worship services are engaging, Spirit led, authentic and intentional.



Practicing the way of Jesus, means that our entire lives are being shaped and formed through practices and postures that help us mature as disciples. We are intentional in helping people, of all ages, take that next step on their faith journey.

When we are on mission we are bearing witness to the love of Jesus and the reign of God. Mission is joining in the Spirit's movement in the neighbourhood and beyond. We as a church have hearts that are directed outwards and seek to share the Gospel through word and deed.

# community

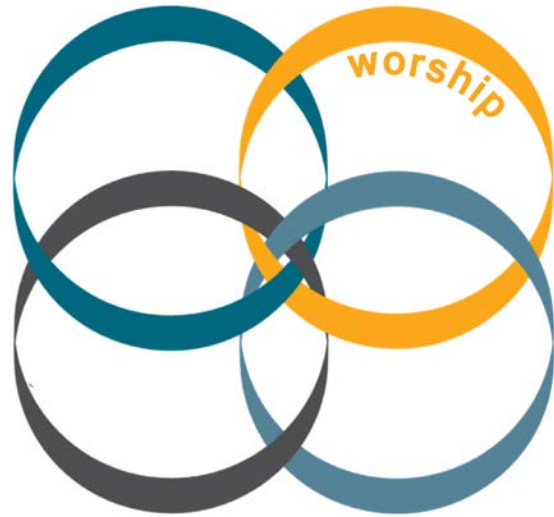
*a common life in the way of Christ*





**worship**

*fostering worship gatherings & worship  
as a way of life in God's kingdom*



# Formation

*practices & postures that shape us into mature people of faith both personally & collectively*



## mission

*bearing witness to the reign of God &  
joining in the Spirit's movement in  
seeking the reconciliation & renewal of all things*



# WHAT'S YOUR POTENTIAL STRENGTH / IDOL?

---



# NAMING THE PRESENT

---

## Community

Our church is practicing a common life in the way of Christ. We have our challenges, like any family, however we resolve our conflicts, provide hospitality to the stranger, discern together God's will for us, and have healthy rhythms of celebration, work, rest and play.

**not us**  **us**

## Worship

Worship is a way of life in God's kingdom and when we gather we love to worship the living, Triune God. When our lives are ordered rightly, our lives are an act of worship. Our worship services are engaging, Spirit led, authentic and intentional.

**not us**  **us**

## Formation

Practicing the way of Jesus, means that our entire lives are being shaped and formed through practices and postures that help us mature as disciples. We are intentional in helping people, of all ages, take that next step on their faith journey.

**not us**  **us**

## Mission

When we are on mission we are bearing witness to the love of Jesus and the reign of God. Mission is joining in the Spirit's movement in the neighbourhood and beyond. We as a church have hearts that are directed outwards and seek to share the Gospel through word and deed.

**not us**  **us**

## Leadership

While our leaders are not perfect, we are blessed to have godly leaders that both encourage and challenge us, empower and release us into mission. We are developing our leaders so they can mature in their skills and giftings. Our leaders are displaying Christ-like servanthood.

**not us**  **us**

## Organizational Capacity

Our church has healthy structures (teams, boards, committees, policies, procedures, etc.) that enable us to be transparent, accountable and faithful to God, our membership and our government's requirements.

**not us**  **us**

## Next Generation

We have young people that are engaging in the life, ministry and mission of the church. We are intentional in providing them mentors and resources that help them integrate into the life of the church community.

**not us**  **us**

# AN UNNAMED FUTURE

---

While recognizing that...

God has been and continues to be faithful

AND

every year CBOQ churches close

AND

we have no capacity to predict the future

I believe that in a few years our church will be....

Thriving

Surviving

Closed

# 2 CHALLENGE

There are multifaceted, complex challenges facing churches these days. Leadership and organizational change expert, Ronald Heifetz identifies two types of challenges: Technical Problems and Adaptive Challenges. (Heifetz, Ronald A. et al. 2009. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Cambridge, MA: Harvard Business School Press.)

## Adaptive Challenges

1. Difficult to identify (easy to deny)
2. Require changes in values, beliefs, roles, relationships & approaches to work
3. People with the problem do the work of solving it
4. Require change in numerous places; usually across the church's established boundaries
5. People often resist even acknowledging adaptive challenges
6. "Solutions" require experiments & new discoveries; they can take a long time to implement & cannot be implemented by edict
Developing a culture of stewardship & generosity
Establishing an atmosphere of intentional God honouring worship
Fostering a commitment to prayer throughout the congregation
Empowering the Board to provide leadership and serving the needs of the congregation



# What is the nature of the CHALLENGES before us?

Go back to **NAME THE PAST** and write the three challenges that this church keeps facing.

- 1.
- 2.
- 3.

Go back to **NAMING THE PRESENT** and write the three challenges your church is currently dealing with

- 1.
- 2.
- 3.

Break into groups of two or three people and now place the 6 challenges above into the two categories below.

Technical Problems	Adaptive Challenges



## HEART CHECK MOMENT

*When you look at this list what is your prayer?*

### REVIEW

You have identified the challenges before you

You have identified the urgency of the matter (Thriving / Surviving / At or Near Risk)

You have identified the nature of your challenges as either:

- Technical Challenges (where solutions are available via google, CBOQ or other means) or
- Adaptive Challenges (where we are required to learn or unlearn some of our past and current behaviors)

# 3

# NEED

We started by **NAMING** where we are at as a church. Then we recognized the types of **CHALLENGES** before us. Next we identify and acknowledge what might we might be missing or **NEEDING** in order to best live out God's mission for us as a church community.

What kind of changes do you need to make?

1. We simply need to make some **technical changes** but we can do that **ourselves**.
2. We simply need to make some **technical changes** and we will **need some outside resources to help**.
3. We need to do some serious discernment about the **adaptive changes** we need to make but we can do that **ourselves**.
4. We need to do some serious discernment about the **adaptive changes** we need to make and we can't do that ourselves, we **need outside resources to help**.

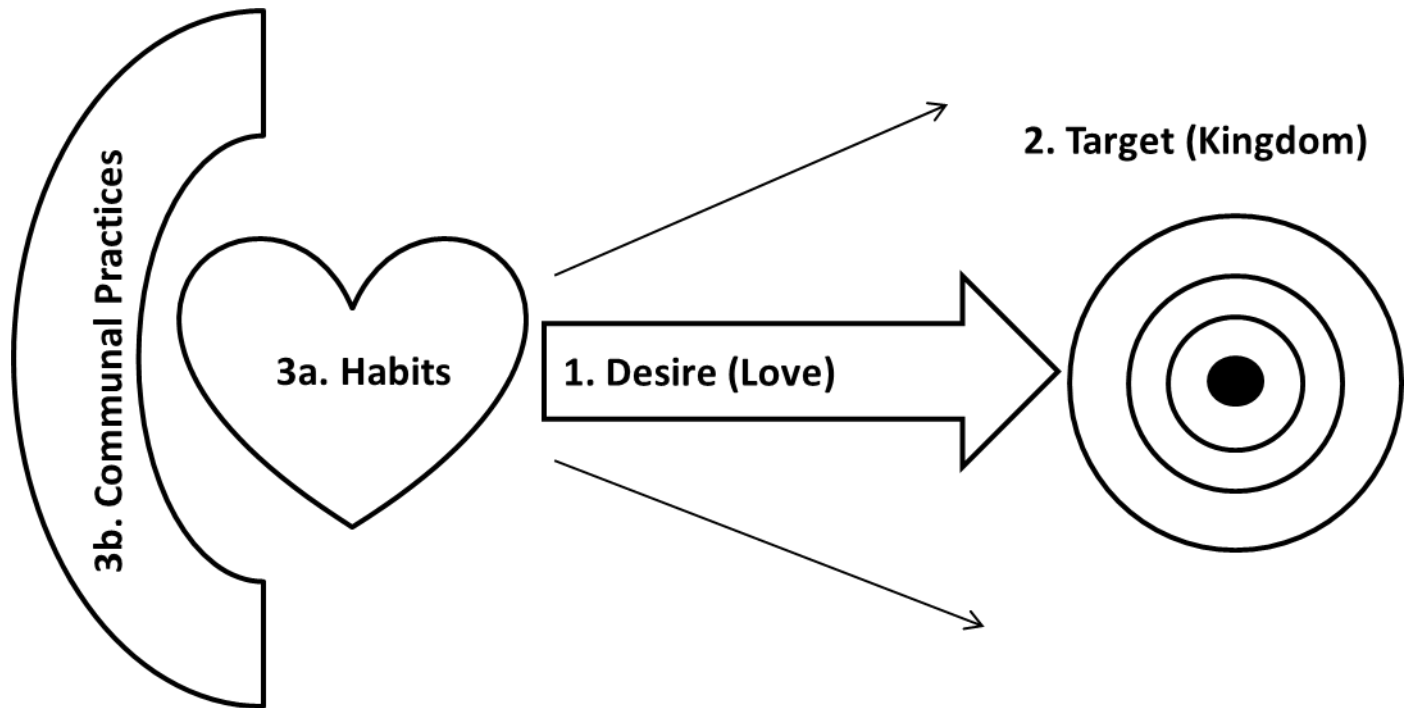


What is our  
greatest  
**NEED?**

NEED

# YOU ARE WHAT YOU LOVE

In *Desiring the Kingdom: Worship, Worldview, and Cultural Formation*, James K.A. Smith claims that humans are primarily motivated and defined by desire or love.



**1. Desire** (Love)

**2. Target** (Kingdom)

**3a. Habits** (Follow-Through, Skills, etc.)

**3b. Communal Practices** (Worship, Formation, Discernment, Strategic Planning, etc.)

## QUESTION

What do we need to do in order to discern & participate in God's mission?

### MOTIVATION / DESIRE

Are we motivated to discern together God's mission for us as a church? Are we motivated to seek God's direction and leading for us, even when it requires uncomfortable steps of faith?

1	2	3	4	5
---	---	---	---	---

### KNOWLEDGE / INFORMATION

Do we have the knowledge needed to enter into a discernment process? Given that Scripture, prayer and the wisdom of others is available to us, do we currently have adequate knowledge to lead our congregation in discerning God's mission?

1	2	3	4	5
---	---	---	---	---

### DISCERNMENT / STRATEGY

Do we have an intentional discernment process that will serve us in collectively discerning and participating in the mission of God?

1	2	3	4	5
---	---	---	---	---

### ACTION / FOLLOW THROUGH

Does our history indicate that we will act, behave or follow through in what we say we want or will do? (Some churches have indicated that they have gone through previous discernment processes, Natural Church Development, etc. only to realize that nobody really wanted to take that next step).

1	2	3	4	5
---	---	---	---	---

# 4

# NEXT

**Some things to consider based on how you evaluated your**  
**MOTIVATION / DESIRE**  
**KNOWLEDGE / INFORMATION**  
**DISCERNMENT / STRATEGY**  
**ACTION / FOLLOW THROUGH**

## **Scenario 1**

Our church has high motivation to tackle the challenges before us. We just don't know where to start. Once we get going in the right direction, our wonderfully gifted people will act accordingly and follow through to the best of their abilities. We need help with what to do next (knowledge & discernment).

## **Scenario 2**

Our church has a history of talking, praying, discerning what we should do next (high knowledge & discernment). The biggest complaint is not that we don't know what to do, but rather that we just need to get out there and do it (low motivation and/or action)! We need help with motivating our people and/or helping create a culture of commitment.

## **Scenario 3**

The people of our church love God and have done great ministry throughout the years and now we are tired and we simply don't know what to do next.

NEXT



What are our  
NEXT steps?

## SELF-EVALUATION

---

### Five Questions to reflectively pray

The following questions can be used for self-reflection and prayer to reflect on your honesty with God and each other.

1

Am I prepared to listen well to God and others for the sake of God's mission for us as a church?

2

Am I making Bible study, theological reflection and prayer a continuous priority throughout this process?

3

Have I actually named the parts of the iceberg that are under the water or "elephant in the room"? Have I avoided the real issues and the real questions that are plaguing us?

4

Am I willing to share the responsibility for the church's future together?

# 5

**What leadership skills or capacities do I need to develop for us to move forward?**

# APPENDIX

---

## NURSE LOG METAPHOR

The Nurse Log Metaphor might be a bit of a discussion starter. It might prove to be a helpful way to begin a discussion about how new life can emerge out of something that might have seemed to be dead.

## 4 TYPES OF CHURCHES

This tool could be used by your leadership team. Have each person read the various descriptions and plot where they believe your church is with each of the descriptions and where they would like the church to be. Could be used as a discussion starter.

## 4 MODES OF LOCAL CHURCHES

This tool could be used by your leadership team. Have each person read the various descriptions and plot where they believe your church is with each of the descriptions and where they would like the church to be. Could be used as a discussion starter.

## 3 CHURCH & SOCIETY POSTURES

This tool could be used by your leadership team. Have each person read the various ways that churches relate to society and plot where they believe your church is with each of the descriptions and where they would like the church to be. Could be used as a discussion starter.

## MATTHEW 13 & CHURCH LIFE

This is a way of using the agricultural metaphors of Matthew 13 to give language to the life stages that your church may be in at this time.



# NURSE LOG METAPHOR

---



If you walk through a forest, you will occasionally come across a “nurse log.” A nurse log is a tree that once was beautiful and alive but for whatever reason fell down and lay on the forest floor. What is amazing is that sometimes, new trees and new life emerges from these fallen trees.

Is your church were to be described with a tree metaphor would it be a sapling, a growing tree, a fully mature tree or a tree that is leaning and ready to fall down or a tree that is lying on the forest floor?

In what ways is a “nurse log” an appropriate metaphor for the life of your congregation?

In what ways does the “nurse log” not work as a metaphor for the life of your congregation?

As you think about a “nurse log” or new life emerging out of death, what does that mean for you and your church?

# 4 TYPES OF CHURCHES

---

Roxburgh and Boren describe local churches as being primarily reactive, developmental, transitional or transformational. Acknowledging, that no description completely describes or defines a church and churches may have characteristics in each of these categories, how would you assess your church?

## Reactive

<> “Describes a church that knows much has changed but decides it will turn in and protect itself from what is going on outside.” (page 127)

**not us** **us**



## Developmental

<> Churches that are working hard at improving what they are already doing.

<> “Believes it can grow and reach people in the new space by improving on what it is already doing.” (page 127)

**not us** **us**



## Transitional

<> A church discovering the need to exist beyond its walls.

<> They are asking, “What is God up to in this neighbourhood, and how do we need to change in order to engage the people who no longer consider the church a part of their lives?”  
Transitional churches also know they don’t have all the answers for these kinds of questions. (page 130)

**not us** **us**



## Transformational

<> “After a period of experimenting, failing, learning, and experimenting again, a transitional church discovers that, like missionaries in another culture, if they are to be a witness to what God is doing in the world they need to focus continually on engaging their changing contexts and the people of their communities”  
131

<> “Continually adapting to their communities and people” (page 131)

**not us** **us**



Alan J. Roxburgh and M. Scott Boren. *Introducing the Missional Church: What it is, Why it Matters, How to Become One*. Grand Rapids, MI: BakerBooks, 2009.

# 4 MODES OF LOCAL CHURCHES

---

Sparks, Soerens and Friesen describe four modes of local churches: The Seeker Mode, The Heritage Mode, The Community Mode, and The Missional Mode. Given that no description completely describes or defines a church and churches may have characteristics in each of these categories how would you assess your church?

## The Seeker Mode

- <> “Have pioneered a way of organizing around felt needs” (page 78)
- <> “Take seriously how the gospel connects with the culture of the people in their region” (page 78)
- <> Focused on gathering people who are exploring what they believe about Jesus.

not us us  


## The Heritage Mode

- <> Often linked to historic tradition
- <> Invest primary energy on passing on beliefs and core distinctives.
- <> Committed to formation through discipleship programs
- <> Often struggle with reconciling rich traditions with the reality of a pluralistic post-Christian Canada. (page 80)

not us us  


## The Community Mode

- <> “Developed on the premise that what is most central for the church is deep authentic relationships with God and with one another.” (page 80)
- <> Demonstrate a deep, covenantal relationships with each other
- <> Sometimes mission can be an “awkward add-on to church community, because the meaning of church has not included life with people outside of their own circle of belonging” (page 81)

not us us  


## The Missional Mode

- <> “Grew out of a response to the previous modes” (page 81)
- <> Primary energy is “joining with God in God’s mission: the practical outworking of the *missio Dei*” (page 81)
- <> Rightly begins with God’s being and doing as one
- <> “Mission isn’t a project of the church but rather “exists within God’s reconciling mission” (page 81)
- <> The challenge is mission can be prioritized “over relational life together” (page 83)

not us us  


Sparks, Paul, Tim Soerens and Dwight Friesen. *The New Parish: How Neighbourhood Churches are Transforming Mission, Discipleship and Community*. Downers Grove, IL: IVP Books, 2014.

# 3 CHURCH & SOCIETY POSTURES

---

James Davison Hunter describes three ways that people and churches position themselves within society: “defense against,” “relevance to” and “purity from.” Given that no description completely describes or defines a church and churches may have characteristics in each of these categories how would you assess your church?

## Defense Against

- <> First and foremost to retain the distinctiveness of Christianity orthodoxy and orthopraxy within the larger world.
- <> Desire to evangelize unbelievers, calling for the nation to repent and come back to the faith
- <> Launch a direct and frontal attack against the enemies of the Christian faith and worldview  
The problem with the world is secularization; if only God could be re-enshrined in the social order, they assume, the culture would be restored. (page 214)



## Relevance to

- <> Being connected to the pressing issues of the day.
- <> Resymbolize Christianity in ways that more or less reflect the contemporary culture does not bury doctrinal distinctives but rather puts them to the margins something more authentic and “real” to the moment.
- <> “Well we just need to be there. For too long we’ve left the culture. We just need to be part of the culture, to be friends, to be thoughtful Christians, to be aware of the issues that are at stake and just go for it.” - Gabe Lyons (page 215-7)



## Purity From

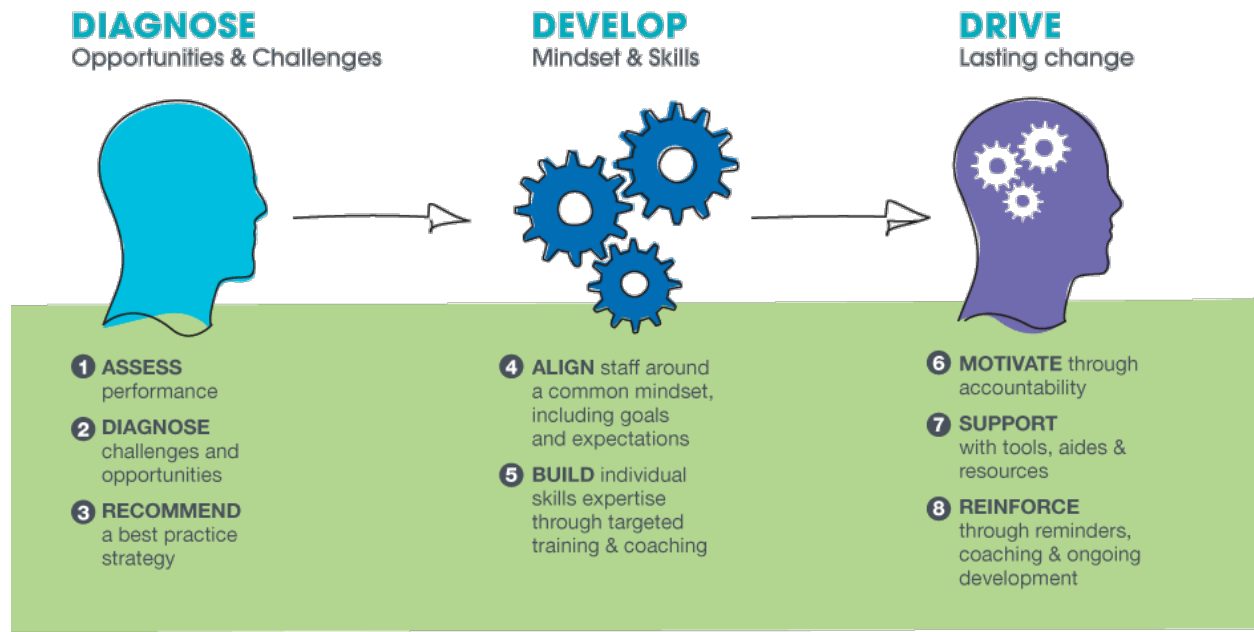
- <> Very little can be done for the world because, in its fallen state, the world is irredeemable this side of Christ’s return.
- <> The task of the true church, then, is to extricate itself from the contaminating forces of the world and by so doing, return to its authentic witness
- <> Some tend to be concerned with purity from – sexual sin others are worried with violence of modern capitalism and structures of political power. (page 218-9)



Hunter, James Davison. *To Change the World: The Irony, Tragedy, & Possibility of Christianity in the Late Modern World*. London: Oxford University Press, 2010.

# CHANGE MODELS

## DRIVING CHANGE: A Strategy for Delivering Results



## Kotter's Model



WILL YOUR CHURCH JOIN US  
IN SEEING  
**2020**  
EVERY CHURCH  
MULTIPLYING

What's your **VISION** for the church by 2020?

What are you **HEARING** from God today?

*Still other seed fell on good soil, where it produced a crop—a hundred, sixty, or thirty times what was sown.*

What does it mean to be producing  
100x, 60x or 30x what was sown ?

*Blessed are your eyes because they see,  
and your ears because they hear.*

**MATTHEW 13**

What are we seeing & hearing in our  
neighbourhoods that calls forth our  
expression of Gospel hope ?

# THRIVING | MULTIPLYING

TODAY



2020



## Partner Churches

Is there be a church that could be blessed by a Kingdom partnership?



## Missionary / Plant

Do we have people that we can commission as a missionary pastor or a planter?



## Multi-site

Could God be inviting us to go multi-site?



## Church-Within-a-Church

Could we bless a ministry / group so they can become a new church within our church family?

# SURVIVING | PLATEAUED

TODAY



2020



## Partner Churches

Is there another church that we could strategically partner with for the sake of God's Kingdom?



## Church-Within-a-Church

Do we need to consider starting a new church within our church so that we can give a fresh expression of Kingdom life to our community?



## New Life Church

Could God be inviting us to RE-imagine or RE-plant our congregation?



# AT | NEAR RISK

TODAY



2020



## Partner Churches

Is there another church that we could strategically partner with for the sake of God's Kingdom?



## Church-Within-a-Church

Do we need to consider starting a new church within our church so that we can give a fresh expression of Kingdom life to our community?



## New Life Church

Could God be inviting us to RE-imagine or RE-plant our congregation?



## Legacy

Is God inviting us to close our church in order to use our resources as a legacy gift to help other churches multiply?





# NEXT STEPS



1. Follow us on Twitter (@CBOQchurches/@CBOQ) & Facebook (Canadian Baptists of Ontario and Quebec)



2. Subscribe to our blog at [www.baptist.ca](http://www.baptist.ca)



3. Sign-up for our e-newsletters



4. Call us at 416.622.8600



5. Contact us to discuss your church's needs



**CANADIAN  
BAPTISTS**  
of Ontario  
and Quebec

---

5 International Blvd, Etobicoke, ON M9W 6H3  
P. 416 622 8600 • F. 416 622 2308 • E. [cboq@baptist.ca](mailto:cboq@baptist.ca)  
[baptist.ca](http://baptist.ca)