

Handbook for Spiritual Leadership Training

Alignment: Assuring a Spiritually Centered Ministry

Discussion Handout For Long Distance Learning

Week/Session 2 – Alignment Essentials

Discussion Questions:

What were Pergamum's alignment issues?

What do those alignment issues look like in today's church, maybe in your church or ministry?

Fundamental Attribution Error

What is your definition of the Fundamental Attribution Error?

Was the leadership of Pergamum suffering from some variation of the Fundamental Attribution Error?

How does the Fundamental Attribution Error contribute to misalignment in your ministry?

What are some examples of the Fundamental Attribution Error you have experienced in ministry?

Alignment: Assuring a Spiritually Centered Ministry

Individual Ministry Alignment Assessment¹

Instructions:

Respond to each statement by circling the number (from 0 to 10) that best represents your opinion. If a statement does not apply to you, or you have no opinion, write in N/A (not applicable). Also indicate if your frame of reference for answering the questions is from your unique area of ministry or you are responding to the overall ministry you are a part of. Once you have completed and scored the questionnaire, total the scores for each of the four sections. Then map your scores on the alignment diagnosis snapshot that follows (Figure A-1).

Table A1-1. Alignment Diagnostic Profile (short version).

Frame of Reference:

My area of ministry

Overall ministry

**Strongly
agree**

**Strongly
disagree**

Strategy

Ministry strategies of Mission/Purpose, Vision and Values are clearly communicated to me.	0 1 2 3 4 5 6 7 8 9 10
Ministry strategies guide the Identification of skills and knowledge I need to have.	0 1 2 3 4 5 6 7 8 9 10
People (those who minister) here are willing to change when new ministry strategies require it.	0 1 2 3 4 5 6 7 8 9 10
Our pastoral leaders agree on the ministry strategy.	0 1 2 3 4 5 6 7 8 9 10
Strategy Total	

Customers

For each service we provide, there is an agreed upon, prioritized list of what customers (people receiving our ministry) care about.	0 1 2 3 4 5 6 7 8 9 10
Leaders in this ministry are provided with useful information about customer complaints.	0 1 2 3 4 5 6 7 8 9 10
Strategies are periodically reviewed to ensure the satisfaction of critical customer needs.	0 1 2 3 4 5 6 7 8 9 10

¹ Adapted from Labrovitz, George and Victor Rosansky. *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things*. New York: John Wiley and Sons, 1997. Pages 198-200

Processes are reviewed regularly to ensure that they contribute to the attainment of customer satisfaction.	0 1 2 3 4 5 6 7 8 9 10
Customer Total	

People

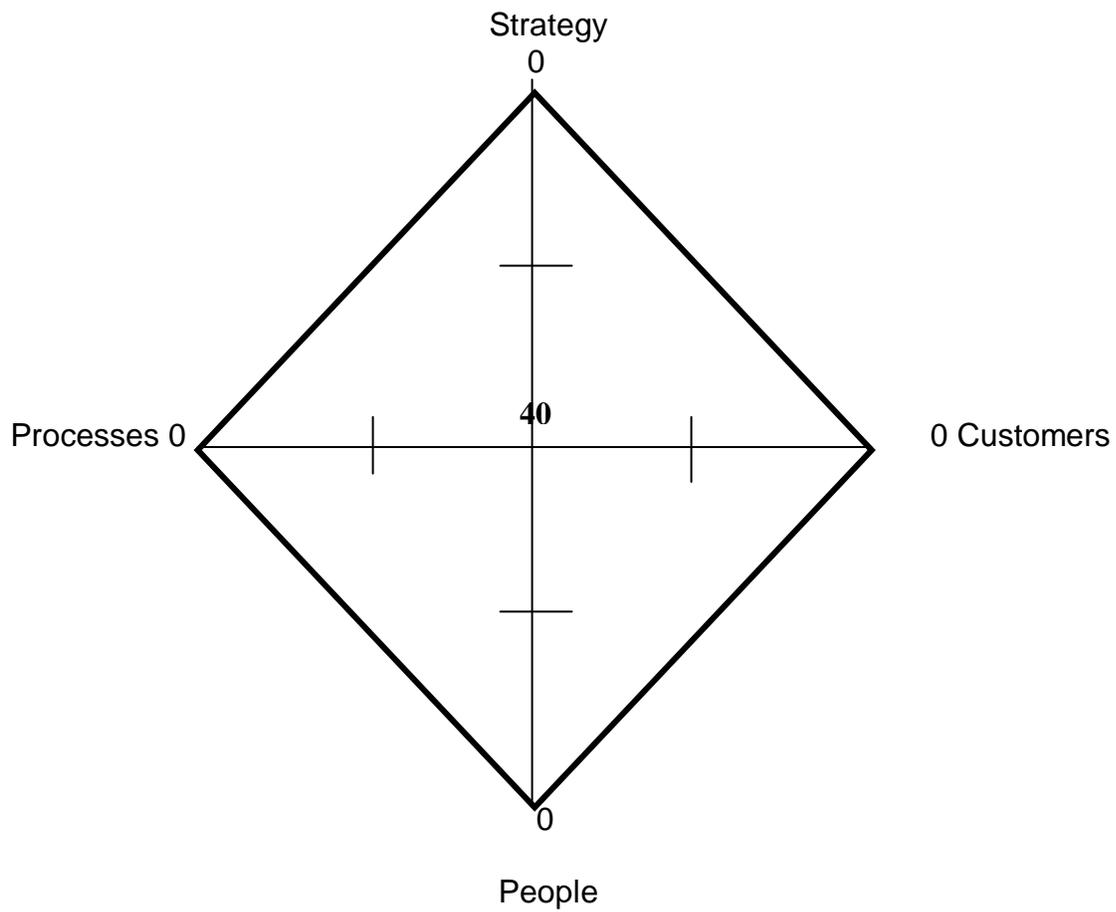
Our ministry collects information from those who minister about how well things work.	0 1 2 3 4 5 6 7 8 9 10
My ministry unit or team is rewarded for our effectiveness as a team.	0 1 2 3 4 5 6 7 8 9 10
Groups within the ministry cooperate to achieve customer satisfaction.	0 1 2 3 4 5 6 7 8 9 10
When processes are changed, the impact on minister/volunteer satisfaction is measured.	0 1 2 3 4 5 6 7 8 9 10
People Total	

Processes

Our leaders care about how ministry gets done as well as about the results.	0 1 2 3 4 5 6 7 8 9 10
We review our ministry processes regularly to see how well they are functioning.	0 1 2 3 4 5 6 7 8 9 10
When something goes wrong, we correct the underlying reasons so that the problem will not happen again.	0 1 2 3 4 5 6 7 8 9 10
Processes (ministry programs) are reviewed to ensure they contribute to the achievement of strategic goals.	0 1 2 3 4 5 6 7 8 9 10
Processes Total	

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Once you have completed and scored the questionnaire, total the scores for each of the four sections. Then map your scores on the alignment diagnosis snapshot that follows (Figure A-1). For example, if you scored "20" on the strategy dimension, put a dot midway between 40 and 0 on the strategy segment (remember that higher scores are closer to the center). Then connect the dots to create a visual diagnosis of your organization's alignment.



Features of Alignment - the four features of a Ministry "GPS".

The Main Thing – For you, as a ministry, what's The Main Thing?

Strategies – Can you define the vision, mission-purpose of our ministry or your specific area of involvement?

How do they contribute to hitting the target?

Practices/Processes– *Name three things you consistently do in your ministry to assure your aim is accurate.*

Explain how current practices feed The Main Thing.

What are some examples of practices in your ministry that are well intended but may be deflecting a direct hit on the Main Thing bulls eye?

People – *If someone were to interview one of your key volunteer ministers what do you think that person would say is the most important thing you/we do to and with them to assure hitting The Main Thing? Would they know what The Main Thing is? How do they know it?*

Who are your “employees?”

If someone were to do an exit interview with one of your key staff (paid or volunteer) what do you think the former employee would say you failed to do in the People focus?

Customers – *Who are the “customers” of your/our ministry?*

What are the goals of “customer satisfaction”? How do you know they are satisfied? Is that a problem?

If customers are completely satisfied will they want to become employees? How do you transition customers to employees?

Two Frames For Focus

Vertical Alignment – The proper focus of who we are (**strategy**) and the ability (skills and commitment – **people**) to get there.

Why is it important to link your Strategies with People-those who do ministry?

Horizontal Alignment – The proper focus of a specific plan of action (**process**) and the relationship to how that affects **customers**.

Why is it important to link Practices/Processes with Customers-those who are the recipients of your ministry?

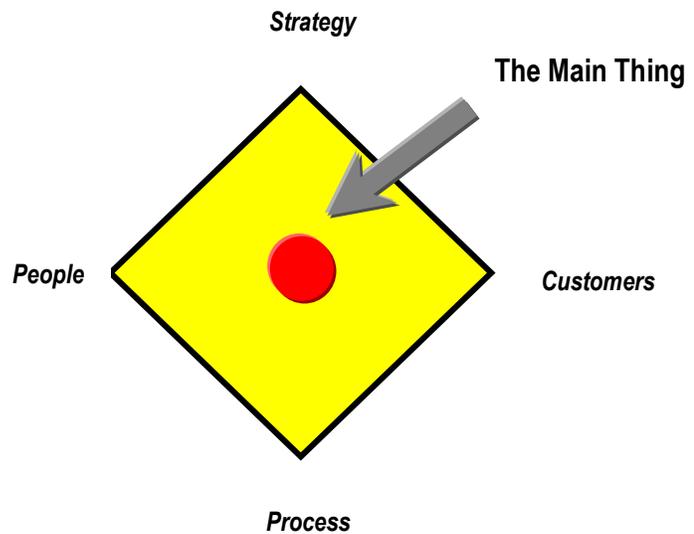
A Critical Question: Go back to the posted IMAA diagram for each of your SL Learner.

Is your perception of alignment for your specific area of ministry in alignment with the overall ministry? If yes or no, explain why you think so.

If you have some misalignment issues, what do you plan to do about them?

Reflection:

Read the Book of Haggai. Look at the prophecies through the lens of Alignment. For Israel as it related to Strategy, Process, Customers and People, what was out of alignment? Does that say anything to you regarding your own ministry today? If so, what do you need to do to correct it?



<i>Instruments of Navigation</i>	<i>Purpose of the Instrument</i>	<i>Instruments of Ministry</i>
Intention	Desire for a journey	Mission/Purpose
Destination	Intentional direction	Vision
Map	Shows context	Goals
Compass	Point of reference	Biblical centeredness – guiding principles
Airspeed	Indicates rate of travel	People and revenue and #s (congregational realities)
Artificial Horizon	Shows balance	Balance – Values
Tachometer	Shows the work of the engine	Efficiency
Transponder	Shows relationship to other objects	Comparisons, composites, demographics
Fuel gauge	Capacity to complete the distance	Resources (people, dollars, time, spiritual)
GPS	Enables the pilot to assess the accuracy of the other instruments and have an overall confidence in destination.	The Alignment assessment process to determine if The Main Thing is still the main thing.