

# Handbook for Spiritual Leadership Training

## Alignment – Assuring a Spiritually Centered Ministry

### SL Coach's Training Guide For Long Distance Learning

### Week/Session 1 – Instruments for a Journey

#### Resources:

- Article in *Spirituallead.com*, Alignment—Assuring a Spiritually Centered Ministry, *The Fundamentals of Alignment*
- DiscussionHandout – Session 1 (pdf)
- Power Point – Session 1 (pdf & slides)

**Before the Training:** You and your SL Learner have read the first section of the article at *SpiritualLead.com*, The Fundamental of Alignment and your SL Learner has completed the DiscussionHandout questions.

**Begin:** Pray with your SL Learner. Ask,

*What were some “ahah”s that came out of your reading?*

*What specific area in the reading was either confusing or you didn't understand?*

#### Questions for Conversation

*An F-117 flies only by the principle of relaxed static stability. What, in your ministry provides you with the information necessary to make corrections while “in flight”?*

Regular conversations with ministry staff, periodic conversations with the recipients of your ministry, creating a safe environment to give you the “bad news” which is really quality news, non defensiveness, responsiveness to expressed concerns, knowing your ministry staff well enough to frame the feedback, a flexible style that allows you to make corrections without confusing, a clear understanding of your vision/mission and values.

*Name the five components of organizational alignment*

People, Processes/Practices, Customers, Strategies and The Main Thing

#### Discussion Exercise #1

**Point of the Exercise:** To help your ministry team experience the various elements necessary to keep a ministry in alignment.

**Timing the Exercise:** Allow 45-60 minutes for the flight instruments object lesson and discussion.

Ask, “How is your ministry doing?” PP2



Regardless of the response, ask, “How do you know? How do you really know?” Your SL Learner may be a little hesitant to enter into conversation not knowing where the discussion is exactly going, but if they have read **The Fundamentals of Alignment** section from the article Alignment: **Assuring a Spiritually Centered Ministry**, they should be attuned. Explain that “your ministry” is what God has called you to do. The ministry assignment is why you are here right now. Both ministry and ministry assignment have to be aligned. Alignment is not a static process. Everything is in motion; like a journey.

## ***Instruments of a Journey***

### ***Before the Journey Begins***

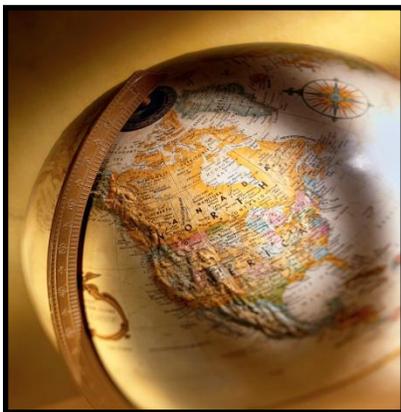
#### **Intention (PP3)**

Point out that if you start out on a journey without a reason, a purpose or a desire for a journey, after you have arrived somewhere you’re not on a journey, you’re merely on an aimless jaunt and you could be just as content reading a book or sharing a cup of coffee with a friend. We first have to know why we exist.

*In your strategic plan of ministry what do you call your intention?*

It is the reason we exist as a ministry. Without it we have no purpose. (Mission/Purpose)

*In your own paraphrase what is the mission of the ministry? Write it down.*



#### **Destination (PP4)**

Explain that a journey of intention without a destination only means you’re wandering. If you have no destination any place is a good place to be. Ministries must have intentional direction. Our vision statement tells us as leaders what our destination looks like in general terms as we strive to move in that direction. To those who are our constituency (members, attenders, and supporters) it gives assurance that leadership has intentionality about the mission/purpose of the ministry. In other words, if leaders can tell us where we are going it is safe to follow them.

*How does your Vision statement paint a vivid mind picture of what you are all about? As you recruit and orient new team members what do you say is your vision. Write down your Vision statement.*

### ***Instruments –***

Point out that any ministry is a vehicle and in order to be useful it must be used. But without a destination the vehicle indicators, as we will see, can only tell you that you are moving but they can’t tell you where to go or where you’ve been unless you have a destination.



#### **Map (PP5)**

A map is essential on a journey because it will give you the big picture (take off point and destination). You can estimate time, distance and fuel consumption. A map gives us context showing distances, obstacles and direction orientation.

*In your ministry what does a map represent?”*

The answer is your ministry Goals. Follow up question:

*How are your Goals like a map?*

### **Compass** (PP6)

A compass is essential to provide a reliable point of reference to guide us to our destination. A compass will always tell us how we are doing compared to magnetic North. Without a compass it would be impossible to stay on course.

*What is your compass for ministry?*

At an operational level they are the Guiding Principles of ministry. The root of those is Scripture. Scripture always points to a reliable point of reference. What does God's Word say about what we are about?



### **Airspeed Indicator and Altimeter** (PP7)

Once we are airborne our airspeed indicator is critical. It tells us our rate of travel. If we fly too slow we will stall and crash. If we fly too fast we could consume too much fuel and not reach our destination. The altimeter tells us our relationship to the ground.

*What is it in our ministry that represents air speed and altitude?*



It's the immediate measurable items such as attendance, revenue, people served, student enrolled, responders to an email or mailing, etc.

*Why are they helpful but inadequate indicators?*

### **Artificial Horizon** (PP8)



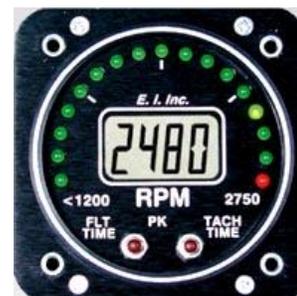
The artificial horizon gauge is essential when flying in the dark or in clouds. Basically, it tells you where up is and shows you how to keep the airplane balanced.

*In your ministry what gives you balance?*

It is your Values—not only those things you most highly value, such as scripture, prayer, worship, etc. but also the values (ethics, guiding principles) that remind us what we hold most precious in keeping us true to our Mission/Purpose as authenticity, loving concern, humility, etc.

### **Tachometer** (PP9)

The tachometer tells us how fast the engine is turning. If the rpm gets to the red line the engine will fail. When the tachometer is looked at in relationship to airspeed it will tell us how efficient the engine is working. If there are strong headwinds or tailwinds or the prop pitch is not set right the efficiency of the engine is affected. Also, if the engine is out of tune the tach will show that the engine has to work harder to make the same rate of travel.



### *What is the tach of your ministry?*

This answer is not as obvious. It is the efficiency and effectiveness of ministry resources in achieving ministry goals. Some ministry departments have strong headwinds of resistance and need more resources to get to the destination. Other ministries may be overdue for a tune up or an overhaul and are just not running well. It may be governmental regulations are holding up a project or some other bureaucratic interference. It may be a lack of training or coordination with other staff or ministries.



### **Transponder** (PP10)

These devices are helpful but not essential for safe travel. Transponders emit a unique identifier so that pilots know what other aircraft are in the air and air traffic controllers can keep tabs on aircraft near airports. In other words a transponder will show the airplane's relationship to other aircraft in the area.

*In assessing ministry alignment what kinds of information would show your ministry in relationship and context with other similar entities?*

This is where the demographic data (internal and external community context) is vital to knowing who and how to minister to people we have yet to touch. Comparing data on revenue, costs, results, etc. may be helpful in determining how your ministry is doing compared with other comparable efforts.

### **Fuel Gauge** (PP11)

Normally a fuel gauge is not essential if there is good trip planning and there is good weather. The fuel gauge becomes critical when unforeseen events such as bad weather, closed airports, strong headwinds or mechanical failure cause the airplane to burn more fuel than anticipated. The fuel gauge indicates the capacity of the airplane to complete its mission.

*What does a ministry "fuel gauge" measure?*

It would be the hard resources such as finances, paid staff and volunteers, and the soft resources of reputation, commitment to excellence and a "can-do" attitude.



### **GPS** (PP12)

These are basic navigation instruments, but they say nothing about whether we should make the journey, what is expected once we arrive, or contingency plans for forces destined to keep us on track or blow us off the road. Simply having the instruments helps assure a reliable journey, but they cannot help us to arrive at exactly the right place on the right day for what is waiting for us at the destination. We need something more than just a navigation system. What we need is a guidance system--an alignment device to be able to make in-flight corrections.

This device makes it possible to know with precision exactly where a person or vehicle or airplane is. The widespread use of GPS will

quickly replace maps as the reliable source of knowing your exact location and in the context of real time. What the sextant meant to the ancient mariners, the GPS is to modern sojourners and provides a huge step forward for the ability to assess location with confidence. Used as an avionics instrument the GPS enables a pilot to assess the accuracy of the other instruments and have an overall confidence in destination.

*What is the GPS of ministry?*

Alignment is that tool. To use alignment is not as quick and clean a measurement as the GPS. But when done with diligence the information provided is invaluable in keeping a ministry from getting off track and not knowing it.

Alignment looks at four main factors in assessing whether the ministry is on target.

**Strategies** – The vision, mission/purpose, values, guiding principles and goals of the ministry. This is the strategic focus of ministry and is one vital arena for spiritual leadership. Strategies are the engine of enterprise. If one or more of the “main bearings” fails, the ministry fails.

**Processes** – The delivery system of ministry. Programs, procedures and ethics. Not only what is done, but also how it is done. This is the tactical focus of ministry and happens as management (of ministry) takes place.

**People** – The paid and volunteer ministers doing the work they were equipped to do. These are the “employees” of the ministry who constitute the body resource. This is where leaders create meaning, equip staff, and administer pastoral care.

**Customers** – Attendees possibly unchurched or unattached yet in need of the physical and spiritual resources the ministry was designed to deliver. They are the potential recipients of service who are not yet connected in any long-term way with People and Processes. These are the recipients of ministry who constitute the community resource.

**The Main Thing** – The central point of why the ministry exists.

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

*After reading the article do you see any predispositions or symptoms of misalignment in your ministry? If yes, what are they?*

**Before Next Session:** Read, *Scriptural Principles of Alignment* Remind your SL Lerner to take the [Individual Ministry Alignment Assessment](#) test and have the results available for discussion at the next session. Be sure and emphasize that they need to answer the questions either in the framework of their specific ministry or the ministry as a whole. They may want do the IMAA from both perspectives.