

# Handbook for Spiritual Leadership Training

## Alignment – Assuring a Spiritually Centered Ministry

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

### Week/Session 2 – Alignment Assessment

#### Resources:

- Article on [SpiritualLead.com](http://SpiritualLead.com), Alignment: Assuring a Spiritually Centered Ministry
- 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](http://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?*

**Point of the training:** Through this training session your SL Learner will be able to determine whether an alignment process would be helpful in refocusing their ministry.

## Discussion

### Pergamum—A Case Study in Misalignment

Read Revelation 2:12-17

*Let's talk about Pergamum for a minute. What were Pergamum's alignment issues?*

Cultural Incrementalism--It is important for our ministry to meet people in their setting, but not at the sacrifice of authentically living out what makes us distinctive from the world. Impure standards—We will never know why the leaders of the church at Pergamum allowed immoral behaviors and heresy into the church, but they failed to draw the line.

*What other alignment issues did you see from your perspective?*

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

*What, in your own words is the Fundamental Attribution Error? Was the leadership of Pergamum suffering from some variation of the Fundamental Attribution Error? Explain.*

Using our example from the last session, a pilot flying in clouds, fog or at night may experience vertigo and disorientation. The only safe solution in that state of confusion is to rely on the aircraft's



navigation instruments and not a personal assessment of up-down, left-right. It is often in this state of disorientation the pilot will ignore the instruments and rely on a faulty sense of correct position.

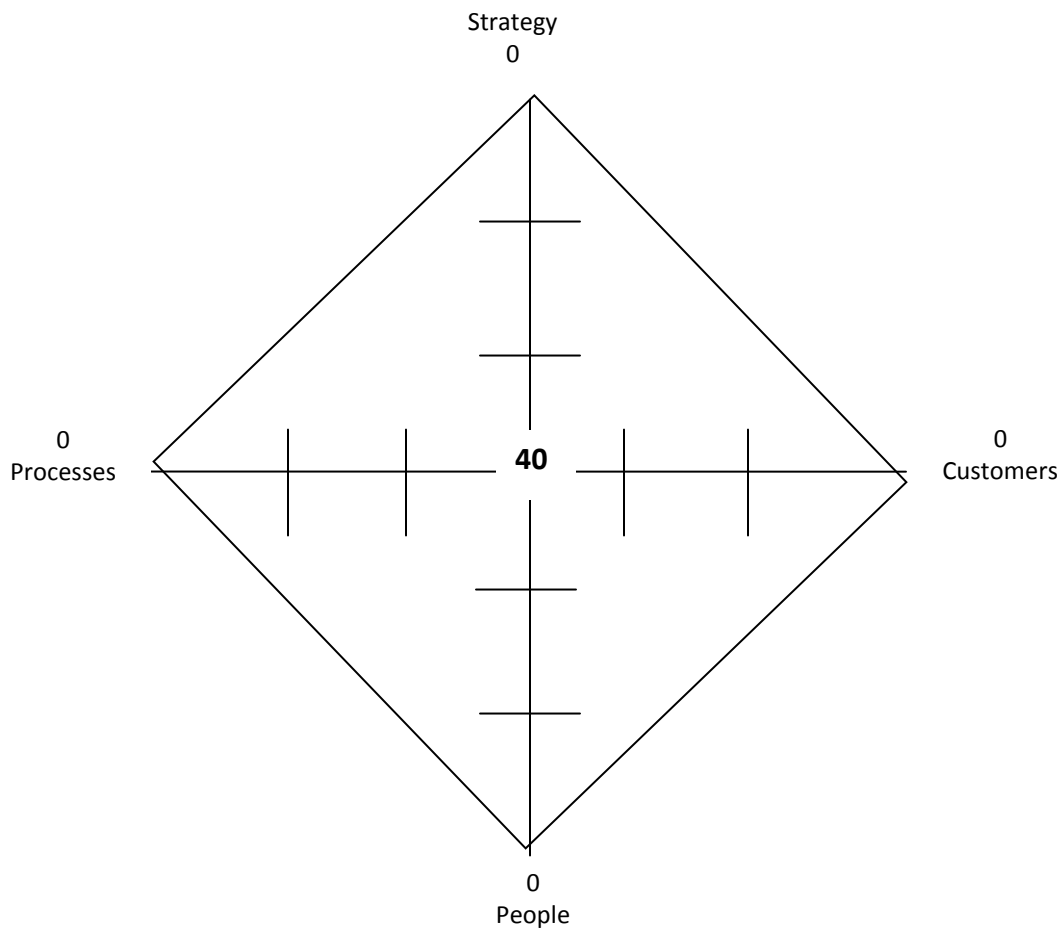
*How is the pilot experiencing an extreme state of the Fundamental Attribution Error?*

What are some examples of the Fundamental Attribution Error you have experienced in ministry? You may want to offer some examples from your own experiences in ministry.

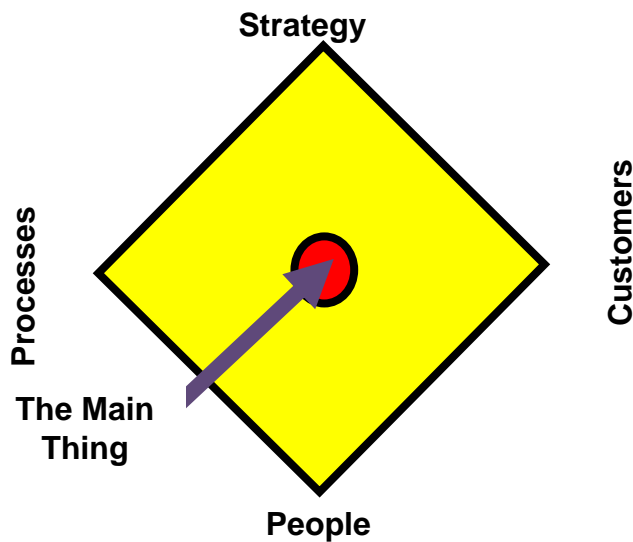
*How does the Fundamental Attribution Error contribute to misalignment in your ministry?*

### Individual Ministry Alignment Assessment (IMAA) Worksheet

Have your SL Learner give you their scores for IMAA Worksheet. Post them on the diagram. Ask in what context the questions were asked; personal ministry or overall ministry. Explain there is no good or bad score unless it is not a true reflection of attitude. Point out how valuable this is. It is essential for a leader to understand that leading is not leading until vision is not only cast but caught. Processes are of no value if they don't get off the planning page and reflect how and why and where the ministry team will actually touch lives. It is not leading if the strategies are having no positive impact on those who we desire to touch. If we are doing well and are in alignment we need to understand what happened. If we are out of alignment we need to find out what needs to be done to correct the misalignment.



**Five Components of Alignment** - Let's talk about the five features of a Ministry "GPS."



**Questions for Conversation**

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

**Strategy (S)** – 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 (Pr)** – Name three things you consistently do in your ministry to assure your aim is accurate. Explain how current processes feed The Main Thing. What are some examples of processes in our ministry that are well intended, but may be deflecting a direct hit?

**People (P)**– If I were to interview one of your key volunteer ministers, what do you think they would say is the most important thing you do to and with them to assure hitting The Main Thing? Would they know what The Main Thing is? Who are your “employees,” your People?

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

**Customers (C)** –Who are the “customers” of your 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?

**Two Frames For Focus**

**Vertical Alignment** – The proper focus of who we are (**Strategy**) and the ability (skills and commitment of **people**) to get there. Vertical alignment is for internal indoctrination and speaks to **who we are**.

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 (**Processes**) and the relationship to how that affects **customers**. Horizontal alignment is for the delivery of ministry and speaks to **what we do**.

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

Sometimes misalignment comes from over focusing on horizontal issues without balancing it with attention to the vertical issues.

**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?

## Wrapping Up the Training Topic

Ask if there is anything you can agree in prayer for.

Remind the SL Learner to fill out the SL Learner Training Assessment and email to their Area Director.

Fill out the SL Coach Training Assessment electronically and email to [ronkuest@spirituallead.com](mailto:ronkuest@spirituallead.com).

Conclude with prayer.