

Handbook for Spiritual Leadership Training

Preparing for Change, Risk & Making Decisions

SL Coach Trainer's Guide for Long Distance Learning: *This session may need to be broken into two parts.*

Week/Session 1 – Your Neat Little World Turned Upside Down

Resources:

- Article in *SpiritualLead.com*, *Preparing for Change, Assessing Risk and Making Decisions*
- *DiscussionHandout for Long Distance Learning– Session 1 (pdf)*
- *Power Point – Session 1(pdf or slides)*

Before the Training: You and your Learner have read the first section of the article, *Fundamentals of Change, Risk & Making Decisions* (pages 1 and 2 on the web) with particular focus on the portion addressing change. Also make sure both of you have read the change portion from the section, *Scriptural Principles of Preparing for Change, Risk & Making Decisions* (page 3 on the web) and then complete the *DiscussionHandout* questions.

Purpose of the Session: To help the SL Learner grasp a firm foundation in the Satir Change Model.

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?



Discussion Exercise #1

Three Aspects of Change Prior to this session your Learner has completed some thoughts on three aspects of change.

Object of Change: *Describe specific events demonstrating how God has intentionally introduced change in your life.*

As an object of change ask why your SL Learner thinks change is happening for them, right now. Point out that change, vital as it is to life, ministry and spiritual growth is still regarded as foreign by our human desire to resist change. Yet, to experience change is to experience God.

Recipient of Change: Describe specific changing events (transformation) that are currently ongoing in your life.

Probe with your Leaner how those experiences are causing growth. Ask how they are receiving them? We don't like to be reminded of James admonition that we are to welcome trials and tribulations, yet as a leader people are watching and learning how you receive and respond to change.

Steward of Change: How are you "stewarding" change in your sphere of influence?

When change is ignored or resisted we are usually not ready to respond. The word of God never changes but what other parts of ministry must be resilient and flexible in times of change? To steward change is to anticipate it as inevitable and to use its energy as forward motion rather than trying to resist the incoming tide.

Discussion Exercise #2

Imagine you are field missionary and your Missions Regional Director I've just phoned you to say, "As you are no doubt aware, there has been a major change in national church leadership. The General Superintendent for the country has retired and the new person is wanting our relationship to take a completely new initiative. The ministry you've been associated with for the last seven years is being phased out and I want you to take a new assignment."

Questions for Conversation:

What is(are) the Foreign Element(s) you've just experienced in this scenario?

Be sure and discuss how Foreign Elements can substantially alter the Status Quo of personal life, of time and effort and passion poured into a ministry, of new relationships, starting over, making new bonds of trust and how it affects many people around you.

Before you experienced the foreign element would you have been aware of Stage 1 Status Quo?

Explain, it is so easy to become content, complacent, satisfied, in other words, unmotivated when we are in Stage 1 Status Quo. It is comfortable and is not necessarily a bad place to be, as long as you know you are there.

In this scenario what would be some expected Stage 2 Resistances? What would be some understandable feelings? Why would you be feeling that way? What are some ways in this scenario you could use Resistance to change for positive benefit?

Overcoming resistance to change is as old as Moses at the burning bush. Experiencing Resistance can be an intense reminder for prayer and fasting. It can be a time to help others refine a process of orderly change, help others get through it as well because you understand this is a normal reaction. It's also a good time to remind ourselves how little control we have over what we think is our neat organized world.

What would Stage 3 Chaos look like in this scenario if you were experiencing a major change in your ministry focus?

This is a good time to briefly relate a personal experience where a change in your life moved from Resistance to Chaos. Chaos sometimes looks like quitting, arguing, bitterness, complaining and gossip. The leader, when change comes can help the ministry team by helping to normalize the Chaos phase by simply letting your team know, this is a necessary and ugly milepost in the process

of change. This is an important time to remind your ministry team that God knows what is happening and why. It's more important to try to discern God's intention in the change than to merely understand the times and the changes taking place.

Does chaos have to look like yelling, ultimatums, hard feelings and rebellion? Describe what chaos could look like in an environment of trust.

Would a workable Transforming Idea more likely come out of resistance or chaos? Explain.

A key role of a leader in times of change and tension is to remind the team of the vision, purpose and mission of the ministry. A leader encourages and instills confidence in the team to be able to get through the Chaos. Importantly, the leader helps the team focus, models confidence and courage, and pushes the team beyond their normal expected limits. A spiritual leader listens to hear the Holy Spirit speak through the team members, to begin to consolidate a shared sense of God's direction. Chaos is a wonderful time to get back to spiritual basics because of it will come the Transforming Idea; a solution or a direction that has a high level of consensus.

In this imaginary scenario, what would you expect to begin to take place in the Stage 4 Integration phase?

Some of the observed characteristics within the team when Integration is happening include, cooperation and renewed enthusiasm. Watch out for resentment in those who didn't see it turn out their way. It is critically important for the leader to keep promises made during Chaos and Transforming Idea stages. The leader needs to increase communication during this time to make sure everyone is on board and understands what the Transforming Idea entails in terms of individual effort.

Discussion Exercise #3

Explain that it's one thing to put up with incidental change but when the change becomes increasingly more disruptive it becomes increasingly more difficult to adapt or adopt.

Questions for Conversation:

What are some major foreign elements impacting you and your ministry team members?

In your own words, what do you understand homeostasis to be and how does that impact change?"

Explain that how we respond to change is strongly influenced by the following homeostasis elements seeking stability. Following the element are examples of what knocks that homeostatic element off-center.

HOMEOSTASIS ELEMENTS

- **Relational equilibrium** – New staff, new people, changing demographics, new leader
- **Emotional equilibrium** – Conflict, dissention, annoying team member, authoritative leader
- **Personal power equilibrium** – Severe critics, staff dissention, ministry assignment realignment
- **Personal identity equilibrium** – Ministry assignment realignment
- **Financial security** – Staff layoffs, termination, hostile workplace, unreasonable supervisor/leader

- **Safety** – Enemy with an agenda, stalker, mentally unstable member of the ministry, hostile living environment.

Conversation: This will take a little pre-planning on your part as the SL Coach, but from the six examples of the types of homeostasis elements explained above, select one of them for an illustration. Next, create a scenario involving a Foreign Element impacting or disrupting that homeostasis element. Now walk through the Six Responses to Change in the article, (The Fool, The Patsy, The Scoffer, The Defender, The Cautious One, The Creative Innovator) in response to this radical change.

Homeostasis Element:	Scenario:
Six Responses to Change	Typical Reaction
▪ The Fool	
▪ The Patsy	
▪ The Scoffer	
▪ The Defender	
▪ The Cautious One	
▪ The Creative Innovator	

More Questions for Conversation

- *In this scenario how would the ministry team member become The Fool by ignorantly ignoring change? What's the consequence of being The Fool and ignorantly being impacted by the change?*
- *What would ignorantly accepting the change as The Patsy in the scenario look like? How could becoming The Patsy have been avoided?*
- *What would be the typical attitudes and behaviors of The Scoffer; intentionally ignoring the change? What should this person's leader be doing when The Scoffer behaviors are seen?*
- *The Defender in this scenario is going to intentionally resist the change. What might The Defender's behaviors look like?*
- *What would be some attitudes and behaviors you expect to see with The Cautious One, the person who is intentionally anticipating change?*
- *How would The Creative Innovator respond to this change by intentionally incorporating the change?*

(Note: If you are extending the training over several sessions you may want to select several homeostasis elements for questions and response.)

Discussion Exercise # 4 Examples of High Impact Living

Explain, is it any wonder then, that we as humans are as resistant to spiritual change as well?

Have the Learner describe the Change Model in terms of spiritual salvation and transformation experiences. In the "Typical Events" column describe typical scenarios that could be happening. In the next column, what strategies can each team member take to have influence in another person's life?

State or Stage	Typical Events, Attitudes and Actions	How I/we can influence the change process
Stage 1 Status Quo	Not a believer. Self-centered and self-indulging behaviors (over-focus on apparel, appearance, recreation, career) Possibly life controlling behaviors as well.	
Foreign Element		
Stage 2 Resistance		
Stage 3 Chaos		
Transforming Idea(s)		
Stage 4 Integration		
Stage 5 New Status Quo		

Question:

As ministers, how can we help, stimulate, motivate and encourage a person who is identified with our ministry to get the most out of a spiritual change experience?

State or Stage	Typical Events, Attitudes and Actions	How I/we can influence the change process
Stage 1 Status Quo	A believer. Growth as a Christian has stagnated. Not involved in spiritual formation, discipling others or outreach for ministry or evangelism	
Foreign Element		
Stage 2 Resistance		
Stage 3 Chaos		
Transforming Idea(s)		
Stage 4 Integration		
Stage 5 New Status Quo		

Wrap up

Has your attitude changed about change? In what ways?