

COMMISSION ON MINISTRY

RESOURCES



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CONGREGATIONAL LEADERSHIP

Friedman, Edwin H., Margaret M. Treadwell, and Edward W. Beal.

A Failure of Nerve: Leadership in the Age of the Quick Fix. Harrisburg, PA: Seabury Press, 2007.

Friedman is best known for applying the insight of family therapy to churches and synagogues, rectors and rabbis, politicians and teachers. He argues for strength and self-differentiation as the marks of true leadership. His formula for success is more maturity, not more data; stamina, not technique; and personal, responsibility, not empathy. This book is for all leaders.

Galindo, Israel.

The Hidden Lives of Congregations: Discerning Church Dynamics, Herndon, VA: Alban Institute, 2004.

Christian educator and consultant Israel Galindo provides a comprehensive, holistic look at the corporate nature of congregational relationships and the invisible dynamics at play. Informed by family systems theory and grounded in a wide-ranging ecclesiological understanding, Galindo unpacks the factors of congregational lifespan, size, spirituality, and identity and shows how these work together to form the congregation's hidden life. He provides useful tools for diagnosing and understanding how one's congregation fits into various categories and suggests which leadership skills are necessary to help the congregation achieve its mission.

Galindo, Israel

Perspectives on Congregational Leadership: Applying Systems Thinking of Effective Leadership, Richmond, VA: Educational Consultants, 2009.

In sociology, the term positive deviance identifies the behaviors that bring about effectiveness and success in those situations where something that should not work, does. At its heart, positive deviance answers the question, all things being equal, why do some congregational leaders succeed, when others do not? Grounded in Family Systems Theory, this book will challenge congregational leaders to consider a difference perspective that can bring about a change in thinking about the nature of congregational leadership.

Marcuson, Margaret

Leaders Who Last: Sustaining Yourself and Your Ministry, Harrisburg, PA: Seabury Press, 2009

In this book, Marcuson shares practical and tested wisdom on effective ministry leadership. She offers a model for sustainable leadership by challenging leaders to define themselves, connect with those they lead, and regulate their own anxiety through the process.

ASSESS THE PRESENT

Planning for the future requires a congregation to recognize the gap between what is and what they desire to be. In order to recognize and eliminate the gap, a congregation must intentionally assess the present. This assessment includes gathering information about the community served by the congregation and about members of the congregation themselves.

Association of Religion Data Archives (ARDA)

www.thearda.com

The *Association of Religion Data Archives* is an internet-based archive for the study of American and international religion. ARDA provides a religious profile for every county, state and urban area of the nation, charts the heritage of each denomination, and provides easy access to more than 350 surveys. A "Community Profile Builder" is available to assist congregational leaders in gaining a more complete overview of their community. All information is free of charge.

Callahan, Kennon L.

Twelve Keys to an Effective Church, San Francisco, CA: Jossey-Bass, 1983.

In his book, *Twelve Keys to an Effective Church*, Kennon Callahan offers a brief survey in which congregational planning teams are invited to rank on a scale of one to ten how effective their congregation is on each of the 12 keys Callahan describes. Those keys are: specific, missional objectives; pastoral/lay visitation in community; corporate, dynamic worship; significant relational groups; strong leadership resources; solid, participatory decision-making; several competent programs and activities; open accessibility; high visibility; adequate parking; adequate space and facilities; and solid financial resources. The survey is intended to be completed by a planning team in order to identify those characteristics which are viewed the strongest within the congregation. Each of the 12 keys is addressed in a chapter which ends with a rating guide to be used to assess the strength of that key within the congregation. An accomplished *Study Guide and Planning Workbook* are also available.

Church Healthy Survey

Church Central Associates
13100 Eastpoint Park Boulevard
Louisville, KY 402523
Ph.: 502-241-7545
Fax: 502-241-1358

www.churchcentral.com

The *Church Healthy Survey* is a 160-item questionnaire that measures a church's perceived health in six purposes of the church: worship, evangelism, fellowship, discipleship, prayer, and ministry. Church leaders choose a sampling of the church membership to complete the 30-40 minute survey, send in the responses and receive a 40-50 page report. The report includes suggestions for addressing the concerns raised in the survey. The *Church Healthy Survey* is available through Church Central Associates and other partnering consulting firms.

Gallup Faith Practice

Cinda Hicks
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Omaha, NE 68108
Ph.: 402-938-6304
Cinda_hicks@gallup.com
www.gallupfaith.com

Gallup Faith Practice, a division of The Gallup Organization, helps congregations create and administer surveys. They also have developed their own congregational survey entitled The Gallup Member Engagement Program [ME²⁵]. This survey, based on extensive Gallup research, measures spiritual commitment and congregational involvement.

Gallup, George, Jr. and D. Michael Lindsay

The Gallup Guide: Reality Check for 21st Century Churches, Loveland CO: Group Publishing 2002.

This book, written by one of the acknowledged experts in the field of research, provides excellent guidance for conducting research in a congregation. The book covers practical skills such as the design of questionnaires, the proper use of data gather methodologies and ways of analyzing research findings. Ten sample surveys that have been used in Gallup research are included and permission to photocopy them for use in your church is provided. Though out of print, this book is available to purchase through www.amazing.com. The Center also has a copy for your review and has access to PDF files of the surveys included in the book.

Ford, Kevin

Transforming Church: Bringing Out the Good to Get the Great, Carol Stream, IL: Tyndale 2007.

Kevin Ford defines transforming churches as those “who have the courage to embrace change and to confront adaptive issues head on...” Based on analysis of thousands of responses to the research-based Transforming Church Index, Ford identifies and discusses five key indicators of church health. The book also includes an appendix describing the research methodology behind the Transforming Church Index.

Hartford Institute for Religion Research

Hartford Seminary
77 Sherman Street
Hartford, CT 06105
Ph.: 860-509-9543
www.hirr.hartsem.edu

The Hartford Institute for Religion Research conducts research on religious life today, including the study of the congregations, seminaries and denominations. The consultation services with congregations include several church assessment inventories (Parish Profile, Pastoral Search, and Church Planning Inventories).

Natural Church Development Survey (NCD)

ChurchSmart Resources

3830 Ohio Avenue

St. Charles, IL 60174

Ph.: 800-253-4276

Fax: 630-443-7929

Customerservice@churchsmart.com

www.churchsmart.com/store/viewitem.asp?idproduct=1042 (ChurchSmart)

www.ncd-international.org/public (NCD)

The *Natural Church Development Survey* is a research-based assessment tool which measures the “health” of a congregation based on “eight essential qualities of healthy churches.” The eight characteristics include empowering leadership; gift-oriented ministry; passionate spirituality; functional structures; inspiring worship service; holistic small groups; need-oriented evangelism; and loving relationships. The characteristics are measured through a survey instrument that is taken by 30 key leaders and sent in to be scored. The congregation receives back a report showing their strengths and weaknesses of each of these eight characteristics. A variety of resources are available for congregations to use as they work to strengthen the area(s) in which they are weakest. Two key resources that supplement the survey are *Natural Church Development: A Guide to Eight Essential Qualities of Healthy Churches* and *Natural Church Development Implementation Guide*. Natural Church Development is an international organization. Each participating country has a partner organization which distributes resources and provides services related to the survey. ChurchSmart Resources is the U.S. NCD partner organization www.churchsmart.com.

Neighborhood Demographic Report

www.mapnazarene.org

The Nazarene website provides a feature, the *Neighborhood Demographic Report*, that enables their congregations to customize census data reports. Non-Nazarene congregations can use this tool as well by entering a zip code or city and selecting the geographical region for which they desire data. Users can select from reports such as age groups, ethnicity, economic indicators, population and growth, and more. The graphic reports are easy to read.

Research Strategies for Congregations: Tools for Understanding the People in Your Church and Community.

Louisville, KY: Research Services Presbyterian Church (U.S.A.) 2007

www.pcusa.org/research/help4.htm

This free downloadable research guide has a variety of “do-it-yourself,” non-statistical research strategies for use in congregational planning. The research strategies include those that are useful for internal assessment, such as the Three by five Card Survey and Wall of Wonder; and strategies for external assessment such as the Door-to-Door Canvas and Interviewing Community Leaders.

Schwarz, Christian A.

Natural Church Development: A Guide to Eight Essential Qualities of Healthy Churches, 7th edition. Dt. Charles, IL: ChurchSmart Resource, 2006.

This book, based on a survey of more than 1,000 congregations around the world, offers a valuable contribution to the discussion of why churches grow. Rather than offering a model for church growth – a type of worship service or a style of leadership – Schwarz identifies the qualities that can be found in growing churches and offers guidance and action steps for increasing these qualities in individual churches. The qualities Schwarz lists include; empowering leadership; gift-

oriented ministry; passionate spirituality; functional structures; inspiring worship service; holistic small groups; need oriented evangelism; and loving relationships. Assessment tools and consultants trained in using them can help congregations learn about which of these qualities needs the most attention and thus can contribute to health and growth. This colorful book includes many illustrations, charts and graphs. Additional concepts, tools and resources are available through the National Church Development website – www.ncd-intentional.org/public. National Church Development (NCD) is an international organization. Each participating country has a partner organization which distributes resources and provides services related to the survey. ChurchSmart Resources is the U.S. NCD partner organization www.churchsmart.com.

Schwarz, Christian and Christoph Schalk

Natural Church Development Implementation Guide, St. Charles IL; ChurchSmart Resources 1998.

This book provides instructions on how congregations conduct the Natural Church Development Survey and guidance on developing strategies to address the weakest areas. It contains numerous worksheets and checklists related to the eight quality characteristics discussed in *Natural Church Development: A Guide to Eight Essential Qualities of Healthy Churches*.

SurveyMonkey

815 NW 13th Avenue, Suite D
Portland, OR 97209
www.surveymonkey.com

SurveyMonkey is an online survey tool that enables people to create their own surveys. Users join for free at www.surveymonkey.com. This tool is useful for simple, short surveys.

Ten Year Trends in Your Congregation [for Presbyterian U.S.A. congregations]

apps.pcusa.org/tenyeartrends/

The *Ten Year Trend Report* is available online to Presbyterian U.S.A. congregations provides data from Session Annual Statistical Reports for the most recent 10 years. The customized reports presents trends for 36 variables (e.g. gains and losses by type, expenditures by type and mission giving). The report also features graphs of church membership, worship attendance, contributions and church school enrollment. Non-PC(USA) congregations, check with your denomination to see if something similar is available.

Transforming Church Index (TCI) [formerly the Healthy Church Index]

Transforming Church Institute
Ph. 877-824-5463
www.transformingchurch.net

The *Transforming Church Index* is a congregational survey that assess a congregation's organization competencies and capacity for healthy growth. The index measures the perceptions of congregants around five key indicators of congregational health: member contribution, assimilation, trust in leadership, community impact, and healthy growth. The five indicators are expanded to include other congregational dynamics such as member satisfaction, financial health, and quipping members. Results of the survey are compared with national norms from congregations of all sizes, location and denomination. A free downloadable discussion guide for congregations using the index is available. A sample of the *Transforming Church Index* can be found on the Transforming Church Institute website at www.transformingchurch.net/tcindex.html.

Transforming Church Institute (TCI)

Ph.: 877-824-5463

www.transformingchurch.net

Begun in January of 2007, the *Transforming Church Institute (TCI)* is managed and led by TAG, a management consulting firm with expertise in leadership, change management and strategy. TCI provides coaching and consulting to empower congregational leaders with the confidence and skills to lead their church through change and healthy growth. Their work is based on the recent book by Kevin Ford, *Transforming Church: Bringing Out the Good to Get to Great*. TCI provides the Transforming Church Index and resources related to it. One available cluster of resources is the Transforming Church Resource Suite which contains guidance for a two year Transforming Church process and a Transforming Church video and field guide.

The U.S. Congregational Life Survey

100 Witherspoon Street

Louisville, KY 40202

Ph.: 888-728-7228 (ext. 2040)

uscongregations@ctr.pcusa.org

www.uscongregations.org

The U.S. Congregational Life Survey is an assessment of a congregation related to ten strengths: growing spiritually, meaningful worship, participating in the congregation, having a sense of belonging, caring for children and youth, focusing on the community, sharing faith, welcoming new people, empowering leadership, and looking to the future. The 20 minute survey is intended to be distributed in worship to maximize the participation of the congregation. Participating congregations receive reports with detailed profiles of their worshippers and their unique strengths compared to other congregations of similar size and faith group. A sample of the survey is printed in *Research Strategies for Congregations* on page 9. A Catholic and a Protestant version of the survey are available. Supplemental resources include Woolever and Bruce's *Beyond the Ordinary* and *A Field Guide to U.S. Congregations*.

Woolever, Cynthia and Deborah Bruce

Beyond Ordinary: 10 Strengths of U.S. Congregations, Louisville, KY: Westminster John Knox Press, 2004

While every congregation has some strengths, what strengths prevail in congregations that are "above average" or "beyond the ordinary"? Using data from the U.S. Congregational Life Survey (of more than 300,000 worshipers in more than 2,000 congregations), this resource identifies and analyzes the strengths of "beyond ordinary" congregations. Authors Cynthia Woolever and Deborah Bruce identify and discuss ten congregational strengths and ask how - or if - the strength was affected by the size, theology, and age profile of the congregations.

Woolever, Cynthia and Deborah Bruce

A Field Guide to U.S. Congregations: Who's Going Where and Why. Louisville, KY: Westminster John Knox Press, 2002

"Facts matter," the authors write in this accessibly written overview of congregations, who attends them, and what they do in the community. Based on the results of the U.S. Congregational Life survey, this book is not just a collection of facts; it also offers context for understanding them. An interesting feature of the book is "myth traps": a conventional wisdom that is not supported by the data. This book is helpful to all who want to get a picture of congregations today and provides solid data to all who want to plan their congregational activities on facts.

COMMUNICATIONS

Communications refers to the need for congregations to intentionally, repeatedly, through multiple strategies share information with the congregation. In addition to giving information, congregational planning teams also need to create deliberate opportunities to gather the ideas and insights of the congregation.

Bailey, Brian and Terry Storch

The Blogging Church. San Francisco, CA: Jossey-Bass 2007.

Authors Bailey and Storch provide a very practical manual for using blogs as a communication strategy in congregations. They explain what a blog is and what benefits it offers. Readers will learn how blogs can be used to cast vision and build connections among the congregation. Lots of examples from existing blogs are included.

Gonnerman, Frederick H.

The Alban Guide to Church Communications. Herndon, VA: The Alban Institute, 2003.

Church publications have to compete for attention with other mail, with other time demands on readers, and with the expectations readers have for quality and appearance. Gonnerman lays out the tools that church publication editors need. He stresses the importance of headlines that draw readers' attention, and the importance of future tense and objective language in articles that make people feel invited and motivated. He offers helpful ideas on how to handle photo editing and layout, worship bulletins, and publications for special events. Examples of all these elements are shown.

Vassallo, Wanda

Church Communications Handbook: A Complete Guide to Developing a Strategy, Using Technology, Writing Effectively, Reaching the Unchurched. Grand Rapids, MI: Kregel Publications, 1998.

Vassallo provides a comprehensive look at structuring all forms of communication in a congregation. She stresses the importance of and shows how to develop an overall communications plan, including how to communicate effectively with church members. The book is a practical "how-to-guide" that includes checklists, summaries, tips and ideas as well as numerous illustrations from groups that have effectively implemented the various topics.

CONSULTANTS/FACILITATORS

While thinking strategically, congregational leaders may determine the need for assistance from an outside source. They might choose to work with a consultant. Or they could decide to seek the services of a facilitator. What is the difference? A strategic planning consultant is knowledgeable about both planning process and the tools and techniques of planning. A consultant listens to congregants, pays attention to process, teaches and helps the team to reach the goal of thinking strategically about life together. A facilitator is someone who will shepherd a conversation and who is skilled at monitoring communication between participants. His or her impact is largely directed toward hosting a healthy conversation rather than being an expert on any particular subject. Those listed below are skilled consultants and/or facilitators. It is up to each congregation to define the role they need the person to play and determine whether or not he or she has the expertise and interest in providing that role to the congregation.

Presbyterian Church (U.S.A.) at:

- The Alban Institute at <http://www.alban.org/>
- Leadership Network at <http://www.leadnet.org/>

The seminaries of the Presbyterian Church (U.S.A.) may be a helpful resource, and they are:

- Austin Theological Seminary (Austin, TX) www.austinseminary.edu
- Columbia Theological Seminary (Decatur, GA) www.ctsnet.edu
- University of Dubuque Theological Seminary (Dubuque, IA) www.dbq.edu
- Johnson C. Smith Theological Seminary (Atlanta, GA) www.itc.edu/pages/smith.asp
- Louisville Presbyterian Theological Seminary (Louisville, KY) www.lpts.edu
- McCormick Theological Seminary (Chicago, IL) www.mccormick.edu
- Pittsburgh Theological Seminary (Pittsburg, PA) www.pts.edu
- Princeton Theological Seminary (Princeton, NJ) www.ptsem.edu
- San Francisco Theological Seminary (San Anselmo, CA) www.sfts.edu
- Union Presbyterian Seminary (Richmond, VA) www.upsem.edu
- Union Presbyterian Seminary (Charlotte, NC) www.upsem.edu
- Auburn Theological Seminary (New York, NY) www.auburnsem.org; and
- Evangelical Seminary of Puerto Rico (San Juan, PR) www.se-pr.edu

DISCOVER THE VISION

The vision phase of Thinking and Acting model involves congregations imagining who and/or what they desire to become. It requires creativity and imagination of a future that has yet to be realized. Sometimes the discovery involves articulating vision and mission statements that guide the imagined future. Sometimes the vision is symbolized by an image or a simple mantra or key phrase. Regardless, discovering the vision means representing who and what a congregation desires to become.

Brown, Juanita, David Isaacs, Margaret J. Wheatley

The World Cafe: Shaping Our Futures Through Conversations That Matter. San Francisco, CA: Berrett-Koehler Publishers, Inc., 2005.

The World Café is a flexible, easy-to-use process for fostering collaborative dialogue, sharing mutual knowledge; and discovering new opportunities for vision and action.

Fleming, Marie

Vision and the Church. Online at

www.congregationalresources.org/LearningPathway/VnCWelcome.asp.

Vision and the Church is an online program that helps you and your congregation think creatively and contextually about different aspects of vision. Discovering a congregational vision is a process – articulated and shaped through seven pathway segments. Each segment includes an overview of a vision topic, a series of exercises and discussion starters, and a place to record and share insights.

Schnase, Robert

Five Practices of Fruitful Congregations. Nashville, TN: Abingdon Press, 2007

The book describes five core practices of congregational life and is proving useful for congregations across the country and across denominations of the Christian faith. It includes a chapter on each practice plus a chapter on excellence and fruitfulness. The practices include Radical Hospitality, Passionate Worship, Intentional Faith Development, Risk-taking Mission and Service, and Extravagant Generosity.

Southern, Richard and Robert Norton

Cracking Your Congregation's Code: Mapping Your Spiritual DNA to Create Your Future. San Francisco, Ca: Jossey-Bass 2001.

The authors provide a model that helps a spiritual community to clearly articulate why it exists, what it is doing, and where it would like to go. The book includes an exercise that congregations can use to determine their own unique combination of core values. From these values, the congregation can develop a mission statement to direct current programs and a vision statement for the future.

RECALL THE PAST

The future of a congregation – and any organization – is impacted by its past. Clues to its identity and vision are revealed through an examination of its past. For congregations, recalling the past includes recalling your faith tradition, recalling the story of your local community, and recalling the story of your congregation. A recollection of the past involves naming significant events, leaders, experiences, decisions, and/or calamities and discerning their meaning/implications for the future of your congregation.

Ammerman, Nancy T., Jackson W. Carroll, Carl S. Dudley, and William McKinney. (eds).
Studying the Congregation: A New Handbook. Nashville, TN: Abingdon Press, 1998.
pp. 43-47; 209-210

This handbook provides a comprehensive description of a congregational timeline. It includes a sample timeline and complete instructions for creating one. The authors recommend that the completed timeline be left on display for the congregation to see and add to as farther memories emerge. The focus of the timeline is not on precise history, but on the collective memory of those helping to create it.

Hammond, Sue Annis.

The Thin Book of Appreciation Inquiry. Bend, OR: Thin Book Publishing Co., n.d.

This book provides a great overview of appreciative inquiry, with sample questions, resources and users.

Paddock, Susan Stat.

Appreciative Inquiry in the Catholic Church.

Plano, TX: Thin Book Publishing Co., 2003

This resource described appreciative inquiry, a planning process that focuses on what is working within an organization. The initial phase of an appreciative inquiry process is one-on-one interviewing. Appreciative inquiry interviews can be used to help your congregation recall their past. The book helps the reader think about the kinds of questions to ask.

Rendle, Gil and Alice Mann

Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations. Herndon, VA: The Alban Institute, 2003. pp. 262-268

The appendices in this book offer useful tools for strategic planning, including recalling the past. The “Wall of Wonder” is a version of the congregational timeline. The “History Grid” invites congregations to respond to questions asked of three different eras of the congregation’s life –the founding era, the glory era, and now.

SPIRITUALITY

Spirituality is one of three dynamics – spirituality, team building, and communications – that impact congregational life. The spiritual dynamic reminds congregations that discernment of God’s call is a crucial aspect of the thinking and acting strategically model. Spiritual discernment requires that intentional spiritual practices and disciplines are interwoven in personal lives, and in the congregations corporate activities.

Calhoun, Adele Ahlberg

Spiritual Disciplines Handbook: Practices that Transform Us. Downers Grove, IL: InterVarsity Press, 2005.

This book provides practical, accessible guidance regarding many spiritual practices. The practices are described for congregational usage including small group engagement. More than 60 disciplines are defined and described. The author then provides exercises and questions for each discipline. Included in the disciplines are discernment, rest, silence, stewardship, spiritual friendship, and much more.

Great Beginnings. Nashville TN: Serendipity House, N.D.

This resource, for beginning groups, offers six interactive sessions that are perfect for developing a sense of spiritual connection within your group. The exercise provided help the group gain an understanding of life in Christian Community, uncover the uniqueness of each individual, increase the effectiveness of service within the group and deepen relationships.

Intrator, Sam and Megan Scribner (eds).

Teaching with Fire: Poetry that Sustains the Courage to Teach. San Francisco, CA: Jossey-Bass, 2003.

Group leaders must find ways to keep hearts alive, both their own and the group they lead. Poetry has the power to keep us vital and focused on what really matters in life and in our congregations. *Teaching with Fire* is a wonderful collection of 88 poems from such well-loved poets as Walt Whitman, Langston Hughes, Billy Collins, Emily Dickenson and Pablo Neruda. This book also includes an essay that describes how poetry can be used to grow both personally and professionally. See also www.couragerevewal.org/pdf/TWF-readers-guide.pdf

Kulp, Ann Z.

Spirit Windows: A Handbook of Spiritual Growth Resource for Leaders. Louisville, KY: Bridge Resources, 1998.

This handbook assists leaders in planning experiences that are spiritually uplifting. The book is filled with sample prayers, suggestions for music, meditations, inspirational quotations, retreat idea, and a wide array of other resources. This collection is intended to give one a choice of materials that can be assembled to suit particular needs. This resource can be purchased online from the Shalem Store <http://store.shalem.org/index.php?cPath=22>

Melander Rochelle and Harold Eppley

Growing Together: Spiritual Exercises for Church Committees. Minneapolis, MN: Augsburg Fortress, 1989.

This book offers church committees a way to grow spiritually as individuals and together as a group. It contains 50 exercises. Each exercise includes an opening prayer, a personal sharing exercise, a Bible reading and discussion exercises, and a closing prayer.

The Renovare Spiritual Formation Bible: NRSV. San Francisco, CA: Harper San Francisco, 2005.

Combining the contents of a study bible with the contents of a devotional Bible, the *Renovare Spiritual Formation Bible* rediscovers Scripture as a living and active text for spiritual formation. Included in the book are many spiritual exercises that help incorporate and deepen what you are encountering in your Bible reading. There is a section of the book dedicated to suggested ways to use this Bible for spiritual formation. See also www.renovare.org

Serendipity Bible, (available in NRSV and NAB). Nashville, TN: Serendipity House, n.d.

This study Bible is designed to be both leader and user friendly. Each section of Scripture is accompanied with discussion hints and questions. It provides Bible study leaders with ready-made, life-changing discussion questions on any passage of Scripture. In text-study questions help groups open discussion, dig deeper into the meaning of a passage, and reflect on life applications.

Shawchuck, Norman and Rueben Job. (ed).

A Guide to Prayer for All Who Seek God. Nashville, TN: Upper Room Books, 2006.

Designed for personal use, this guide to prayer can be adapted for group experience. Through original prefaces and quoted tests from old and new sources, this guide connects you to the ages and with God by encouraging the habit of simple, reflective prayer. Each day offers guidance for an opening affirmation, a petition of prayer, and daily scripture selections.

STRATEGIC PLANNING

Gil Rendle and Alice Mann in Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations define strategic planning as “a structured conversation about what a group of people believe God calls them to be or to do.” [p. 3]. The resources in this section will help congregations discover and use processes and tools to structure such a conversation.

Bullard, George W. Jr.

Pursuing the Full Kingdom Potential of Your Congregation. St.Louis MO: Lake Hickory Resources, 2005.

Bullard bases his planning process on the motif of a spiritual journey for the congregation. The journey is centered around ten issues for dialogue that focus on positive processes such as visionary leadership and relationship experiences.

Callahan, Kennon L.

Twelve Keys to an Effective Church. San Francisco, CA: Jossey-Bass, 1983.

This classic book is designed “to assist local churches in their strategic long-range planning to be effective churches in mission.” It includes an overview of strategic long-range planning and 12 “keys” that distinguish effective and successful churches. An accompanying *Study Guide* and *Planning Workbook* are also available.

Napier, Rod, Clint Sidle and Patrick Sanaghan.

High Impact Tools and Activities for Strategic Planning: Creative Techniques for Facilitating Your Organization’s Planning Process. New York, NY: McGraw-Hill 1998.

This resource is designed for facilitators of strategic planning processes. It provides detailed instructions for 40 creative strategic activities that help maximize the involvement a buy-in from the whole organization.

Oswald, Roy M. and Robert E. Friedrich, Jr.

Discerning Your Congregation’s Future: A strategic and Spiritual Approach. Herndon, VA: The Alban Institute, 1996

This is a step-by-step guide to congregational planning that grounds strategic planning techniques in a process of spiritual discernment.

Rendle, Gil and Alice Mann

Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations. Herndon, VA: The Alban Institute, 2003.

This book, loaded with planning tools, insists that it is not the *tools*, but the *conversations* evoked *by* the tools, that most benefit a congregation. Rendle and Mann lay out a three-phase planning process – Phase 1, “getting ready”; Phase 2, “collecting data”; and Phase 3, “shaping the future.”

Snow, Luther K.

The Power of Asset Mapping: How Your Congregation Can Act on Its Gifts. Herndon, VA: The Alban Institute, 2004.

Asset mapping is a process that congregations can use to build on their strengths. The book includes a descriptive overview of the process; detailed instructions for the three phases of the process – recognizing our assets, connecting the dots, and voting with our feet – and guidance for reflection on the process once it is completed.

TEAM BUILDING

Team building underscores the reality that congregational futures are determined by communities, not individuals. Team building requires time, intentionality, repetition, and commitment. Giving it such priority makes a significant impact on the congregation.

Biech, Elaine. (ed).

The Pfeiffer Book of Successful Team-Building Tools. San Francisco, CA: Jossey-Bass, 2001.

One chapter is devoted to each of the following ten characteristics of an effective team: clear goals; defined roles; open and clear communication; effective decision making; balanced participation; valued diversity; managed conflict; positive atmosphere; cooperative relationships; and participative leadership. This book is packed with activities, surveys and other tools for developing effective teams.

Kaner, Sam with Lenny Lind, Catherin Toldi, Sarah Fisk and Duane Berger

Facilitator's Guide to Participatory Decision Making. Second Edition. San Francisco, CA: Jossey-Bass, 2007.

This revised and updated classic provides facilitators with an extensive collection of tools, models and diagrams that enable organizations and teams to engage in constructive group decision-making.

Rendle, Gil

Behavioral Covenants in Congregations: A Handbook for Honoring Differences. Herndon, VA: The Alban Institute, 1999.

Challenging congregations to practice behaviors that reflect their relationship with God, Rendle presents the behavioral covenant as a useful approach to answering a key question: "How will we behave when we don't understand each other and when we don't agree?" A written document developed and agreed to by leaders and creators, the behavioral covenant is a set of promises to practice the Golden Rule in clearly identified ways.

Running Meetings: Expert Solutions to Everyday Challenges. Boston, MA: Harvard Business School Press, 2006.

Readers will find guidance on how to plan and run effective meetings, set agendas that work, handle problem behaviors, keep meeting on track, energize participants to take action, close meetings, and identify key next steps.

Scholtes, Peter R.

The Team Handbook, 3rd edition. Madison, WI: Oriel Incorporated, 2003.

This handbook offers an extensive collection of strategies, exercises, worksheets, and more to address all aspects of team dynamics. Team roles and responsibilities, working together, problem solving, and dealing with conflict are a few of the topics addressed.

TrustTalk. Plano, TX: Thin Book Press, 2006.

TrustTalk is a boxed set of cards designed to be used to build teams. Each card begins with a statement such as "This team behaves as if we are all in this together." The card contains three questions that serve as discussion starters for a team; two suggestions for what the team could do differently to enhance trust; and one suggestion for the team leader to help develop team collaboration.

Turner, Nathan W.

Leading Small Groups: Basic Skills for Church and Community Organizations. Valley Forge, PA: Judson Press, 1997.

Turner discusses leadership of small groups in a variety of settings, including adult education and the accomplishment of specific tasks. The real focus is leadership for decision making. In that context, Turner addresses function, role, process and skills. About half the book is packed with scripted techniques for decision making, group maintenance, exploring values conflicts, and planning for and managing resistance and conflict.

Zsombok, Caroline E., Gary Kelin, Molly Kyne, and Devid Klinger

Advanced Team Decision Making: A Model for High Performance Teams. Fairborn, OH: Kelin Associates, Inc., 1993.

Based on extensive research on how teams make decisions, the authors identify three challenges faced by all teams – team identity; team conceptual level; And team self-monitoring. Advanced teams function with a strong team identify, high team conceptual level and vigilant team self-monitoring. Within these three areas advanced teams demonstrate ten key behaviors that less effective teams do not possess. The authors provide a helpful visual of their model of advanced team decisions making.