

MISSION, VISION, AND CHANGE

By Rodney Shaw

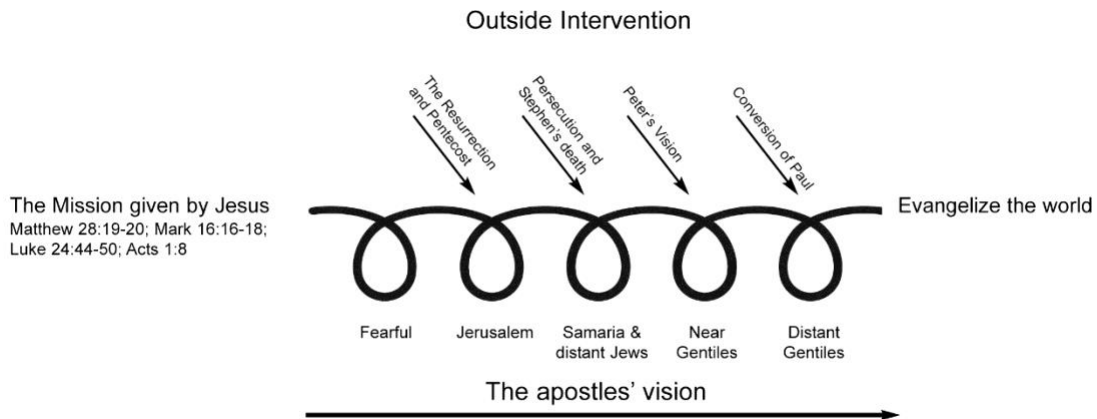
VISION VS. MISSION AND THE VISION SPIRAL

A. Mission versus vision

1. Mission is what we are called to do, it is the reason we exist.
2. Vision is the way we envision accomplishing our mission in a particular context at a particular time with particular resources.

B. Rarely will our vision change significantly without outside intervention or a crisis.

C. The vision spiral as seen in the book of Acts



The Vision Spiral © Rodney Shaw

D. Why the spiral?

1. The nature of _____.
2. Human _____.
3. _____.
4. To test our _____.

PEOPLE, VISION, AND MISSION

A. Vision is a prediction of change.

B. Continuity vs. Change

1. Knowing what cannot change is the foundation for change (mission vs. vision)

2. Absolute nonnegotiables versus relative nonnegotiables.
3. Sometimes leaders are called to lead continuity.

C. Change has no inherent value

1. Change brings the church into alignment with its vision.
2. Vision is a contextualized effort to fulfill the mission.
3. Change is a mechanism to incrementally move us toward the fulfillment of the vision.
4. Change for the sake of change leads to uncertainty, inefficiency, and distorted messaging.
5. Change can give a temporary sense of achievement, but change for the sake of change wastes resources and only leads to busyness and distraction.

D. Why people resist change

1. Most have an aversion to change at some level.
2. In his book *Leadership Pain* Samuel Chand draws the following conclusions: growth = change; change = loss; loss = pain; and therefore growth = pain.
3. People often embrace vision at an abstract level, but the real challenge comes when the change required to fulfill the vision is enacted.
4. Ex: Although people say they want their church to grow, many assume growth means their church will scale up in size but otherwise remain the same. However, growth necessitates change, and sometimes this change is challenging.
5. Some reasons people resist change:
 - They don't see the value of the change. What they have seems adequate.
 - They are emotionally connected to the past.
 - They ascribe theological value to their personal preferences.
 - They feel a sense of loss.
 - They have had negative experiences with change in the past.
 - They lack trust.
 - They simply disagree.

E. Leading change

1. Associate change with vision. (Change is the mechanism that incrementally moves us toward the vision.)
2. Communicate.
3. Get buy-in.
4. Allow key players to shape the vision.
5. Appreciate the past and promise a future.
6. Establish a culture of change (not to be confused with a culture of uncertainty).

CULTIVATING FRESH VISION

A. VOICES: WHAT DO I HEAR?

1. The beginning of vision is hearing—hearing the voice of God.
2. A spiritual leader who cannot hear the voice of God has no chance of possessing, let alone casting, a compelling God-ordained vision.
3. Other voices.

B. INTUITION: WHAT DO I FEEL?

1. A leader knows many things _____.
2. What is your _____ to proposed solutions and new paradigms?
 - Will a particular thing work *here*?
 - Will it work *now*?
 - Will it work with *these people*?
 - Will it work with *your* temperament, gifting, and the culture of *your* church?
 - The best solution in the abstract may not be the best solution.
3. We need to know when to trust our instincts and when they are crippling us.

C. SIGHT: WHAT DO I SEE?

1. Conquest vs. pastoral models of vision
2. To see what is possible in the _____, we must first see the _____.
3. The two models can be contrasted as follows:
 - What can we do versus what can we be?
 - How do we conquer versus how do we exist?
 - How can we grow versus how can we ensure health?
 - Goal/task oriented versus values oriented.
 - Event oriented vs. relationship oriented
4. A leader must see both! A leader must have double vision.
5. Questions to help balance the present and the future.
 - Are we a healthy organization?
 - Will attaining the vision promote health or only conquest?
 - Can we conquer and remain healthy?
 - From where have we come?
 - Where are we now?
 - To where are we going?

Voices
Intuition
Sight
Individuals
Obstacles
Needs

- Are we ready to move?
- How quickly can we move?
- Are we structured to move?
- What is the cost of moving?
- What is the cost of remaining where we are?
- What are our greatest fears?
- Why should we go anywhere at all?

D. INDIVIDUALS: WHOM DO I HAVE?

1. Vision is the special way in which _____ in a specific location with unique resources see the mission unfolding.
3. In church work a _____ must serve the _____, not the other way around. People must never be subordinated to a vision.

E. OBSTACLES: WHAT IS IN MY WAY?

F. NEEDS: WHAT DO I LACK?