

Session Twenty: Measurement

Overview:

What you measure determines your results. If you were going on a weight loss program, how would you know when you reached your goal? Maybe by the tightness of your belt or clothes around your waist? Or perhaps what you look like in the mirror? These might work, but the best measure for weight is getting on a scale to see how much you weigh.

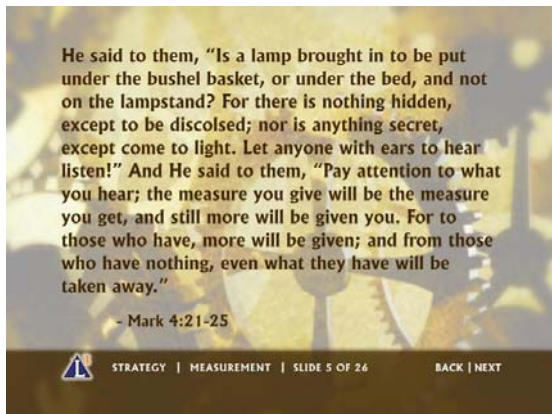
To move towards improvement in a ministry it is just as important to identify the measures that will track your improvement. This lesson looks at the importance of this concept and will challenge you and your participants to create the measurements that will best move you towards your goals.

Session Setup:

- One guidebook for each person
- Copy of your values, mission, and vision statements for each person
- DVD player hooked up to a TV or LCD Projector with screen
- Flip chart with paper and markers, or a large whiteboard or chalkboard to take notes for everyone to see
- As people enter, have music from the DVD playing "*Ground and Source of All That Is*".

L¹ Love: Incubate Your Heart and Formation Que

As you begin, use slide 2 to show the group where it is in the process, and slide 4 to remind people of the expectations of the Incubator.



Facilitate: Read this scripture as a way to enter into the topic of measurement.

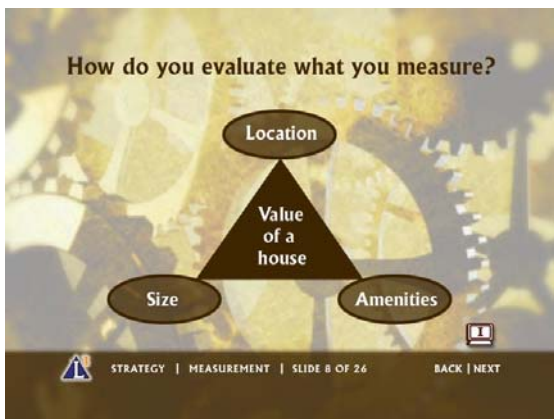


Principle: Measuring is something that we do all the time. Whether it's picking out an apple in a grocery store or keeping track of the record of our favorite sports team, we keep tabs on the results. Is the apple crisp and juicy? Is our team winning? But what about the church? How do we measure our effectiveness? Is the strength of a church seen by its membership, the number of people attending worship on a weekend, the size of the budget, the number of people who come through the building in a week, the number of people who make a profession of faith in a year, the number who are baptized or the number of people visited in the hospital or fed?

One of the most critical aspects of building a strategy is determining what you are going to measure, because then you can develop strategies to improve them. At first you may find a lot of resistance to measurements, but after honest reflection people should discover that measurements are extremely helpful in creating disciple-making faith communities.

Facilitate: Ask group members what they measure (things outside of the church). Write their answers on a whiteboard or flip chart. After making a list, compare their answers with list on the next slide (slide 7).





Principle: When a person decides to buy a house he or she looks at a combination of measurements. Where is the house located? How does this affect its price? What are the amenities? Does it have a built-in dishwasher or running water? Or what about its size? How many rooms does it have and what is the square feet? There are a number of other factors you would look at as well like the quality of the schools in the area, the age of the house, and what the neighborhood looks like. When it comes down to buying or renting the house, buyers will have to come to a decision as to what is the most important measures to them. If they have a large family, the number of rooms may be the most important. Or if they have a dog, a yard with a fence would be important. So part of the process of measuring is evaluating which measures are the most important.

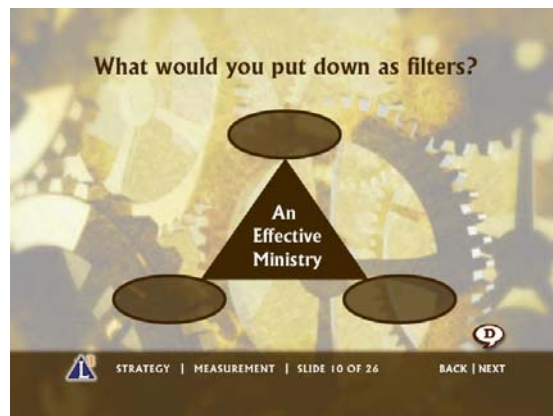
Facilitate: Have members of the group wrestle with which factors are the most important to them when it comes to buying or renting a house.



Principle: If you are the coach of a baseball team, what will you focus on to build a team that can win games? Will you focus on practice? Getting the players together on a regular basis to work together is important for developing a team. Will you focus on the equipment, making sure each player has the correct glove for his or her position? You would not want the outfielder using a catcher's mitt. Or would you focus on experience,

looking for players who have the most experience on the field and who can teach and encourage the newest players?

Facilitate: Again, ask the group to talk about what factors are the most important.



Facilitate: Congregations and ministries use different measurements to determine whether they are being effective. In a local church Incubator, have group members talk about what factors they believe are the most important in order to determine the effectiveness of a ministry. In a regional or pastors Incubator, have a general discussion about this slide. The goal at this point is not to come to a neatly wrapped conclusion. You might consider asking participants to think about this individually and have them write their answers on a piece of paper. Afterwards, ask people to share what they put down. Later in this session the participants will work towards defining clear measurements for specific ministries.

You also may want to refer to the assessment results from the assessment you did for Session Fourteen: Assessment. What did the results of this tool tell you about what you need to measure?

Measurement is about...

Purpose

- Is a lamp brought in to be put under the bushel basket, or under the bed, and not on the lampstand?
- It begins with an examination of what the lamp was designed for!
- Do you know what you were designed for?
- Are you under the basket, under the bed or on the stand?

STRATEGY | MEASUREMENT | SLIDE 11 OF 26 BACK | NEXT

Measurement is about...

Disclosure

- For there is nothing hidden, except to be disclosed; nor is anything secret, except to come to light.
- Leadership is about truth, and truth loves the light
- Vulnerability is risk of the light and a repudiation of the night!
- Are you open to full disclosure, truth, and vulnerability?

STRATEGY | MEASUREMENT | SLIDE 12 OF 26 BACK | NEXT

Measurement is about...

Stewardship and Responsibility

- And He said unto them, "Pay attention to what you hear, the measure you give will be the measure you get, and still more will be given you. For to those who have, more will be given; and from those who have nothing, even what they have will be taken away."
- We measure only what matters. Don't waste time counting what is not important. What is important to you?
- Your receipts will be determined by your gifts!
- Do you agree or disagree with the following?
 - What I give away determines what is most important to me
 - I value most what I give away
 - The reason I do not have more is because I don't give more

STRATEGY | MEASUREMENT | SLIDE 13 OF 26 BACK | NEXT

Facilitate: Scroll through slides 11 through 13 to talk about the importance of measurement based on the opening scripture as you talk about:

- Purpose (11)
- Disclosure (12)
- Stewardship and Responsibility (13)

Close by singing, *Ground and Source of All that Is*.

Formation Que

"What will I do to live in full devotion to Jesus Christ?"

Remember:

- Only the Holy Spirit can bring transformation.
- Respect for every individual in the group.
- Leaders are called to gently yet firmly apply means of accountability.
- We are not here to fix one another.
- Answer in first person.

STRATEGY | MEASUREMENT | SLIDE 15 OF 26 BACK | NEXT

Principle: The Formation Que (question) is a covenantal question that all L³ Incubator participants agree to answer and be accountable to each time the Incubator meets. The question each person is asked to respond to is: "What will I do to live in full devotion to Jesus Christ?"

Before starting the Formation Que, review the basic ground rules that are on the slide. Remind participants to answer in the first person.

As people share, they first will be asked to talk about how they did with the items they talked about the last time. Consult your list (the notes you took on page 91 in the guidebook) as they share. Some may need to be reminded what they said. Invite them to start a new list on page 95.

Facilitate: You have ninety minutes for this time. As people get used to doing this, it is easy to lose track of time. If you have twelve people in your group, each person only has seven-and-a-half minutes to share. There will be times when someone needs more time. Your job will be to keep things moving and allow everyone time to share.

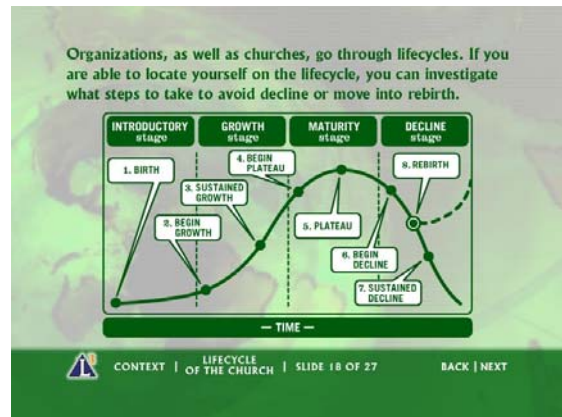
L2: Learn: Reflection & Key Concept



Facilitate: As you do your reflection time, divide the Incubator into groups of four and have them review their categories of flow and their Definitions of Categories. If you are in a local church Incubator, make sure you double-check the Step 1: Categories of Flow and Step 2: Definitions of Categories before you go on to Step 3 Measurement. In some cases you may need to use the rest of this time to finished Step 1 and Step 2. If so, you can pick up Step 3: Measurement at the next session. As you work through the categories of flow, take the time you need to get clear input and buy-in by the members of your Incubator before you go on to the next step. Think of this as building blocks; you need a solid foundation before you can go on to the next step.



Facilitate: Show this slide to remind the group of the overall process and to point out that you are now working on Step 3: Measurement.



Strategic Pace

Determining how quickly to make change is just as important as determining what to change. There are types of changes to consider when determining your pace.

- Incremental change is often appropriate during the growth stages of the life cycle where things are working well and adjustments are needed. This type of change is also important when people need to learn together and build trust.
- Radical change is used when everyone understands the current reality and realizes that in order to get to the vision, some traditions, apatterns or norms will have to be sacrificed.

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Principle: The speed of change is as important as the kind of change an organizations needs to make. If you remember the discussions around the Lifecycle, we see that organizations go through various stages of life. Typically in the Introductory and Growth Stages Incremental Change is best. As the strategy unfolds and more people become connected to the ministry, adjustments need to be made to keep the growth going. When organizations reach Maturity and Decline, many times radical change is called for to move the organization into rebirth.

Radical change is built on a clear understanding of current reality and honest appraisal of current ministries and strategies. Radical change usually means recasting vision that connects the ministry to the current context and the sacrificing or retooling of current ministries so innovation can emerge.

Facilitate: Show the Lifecycle Slide from the Session on the Lifecycle of the Church and talk about the difference between Incremental and Radical Change. In a local church Incubator determine what kind of change is needed at this time.

Leadership Tools

Depending on the situation, one style of leadership may be more effective.

- When developing the fundamental framework of a ministry or working on controversial issues it is often best to allow the team to learn together in the best way to articulate or solve the problem. This is known as an adaptive style of leadership.
- Many situations only require identifying, organizing and distributing tasks that need to be completed, which is referred to a technical style of leadership.

STRATEGY | MEASUREMENT | SLIDE 20 OF 26 BACK | NEXT

Adaptive vs Technical Situations

ADAPTIVE	TECHNICAL
Learning & developing strategies together. Use white board or similar tools to capture thoughts & ideas. Encourage healthy conflict. Discourage the temptation to bring the conversation to a close prematurely.	Identify, organize & distribute tasks for completion. Write down who is responsible or each task. Set time frames for completion. Identify what results each task should produce.

STRATEGY | MEASUREMENT | SLIDE 21 OF 26 BACK | NEXT

Principle: Leadership needs to be exercised according to the kind of decisions that need to be made. Most people are used to *Technical Leadership*. A person identifies, organizes, and distributes the things that need to be done to complete a task. Most committees run this way. If new carpet is needed in the sanctuary, the Trustees will identify someone to take on the task of getting bids, deciding on the quality of the carpet, and establishing a list of things that need to be done in preparation, including moving pew and/or chairs and other furniture. When the Trustees meet the next time the leader will present the bids, ask for input on color and texture, and then proceed to bring people on board for the various tasks that need to be done. This kind of leadership is needed to complete many of the ongoing organizational tasks that need to be completed to keep an organization functioning.

Adaptive Leadership is needed when the task and direction is not so clear. For example if a church decides to relocate, Adaptive Leadership would be needed to capture the ideas, input, and dreams of the congregation. Rather than swiftly moving to conclusion, an Adaptive Leadership style encourages ongoing learning, the looking for wide ranging input, encouraging healthy conflict (this is always built on trust), and moving towards a vision that has buy-in from the decision makers. Typically, strategic planning happens best under the direction of Adaptive Leadership. Together the team builds the bridge as it is walking across.

Measurement

Definition

- The review of the results of a ministry or task as compared to a standard.

Rationale

- Gives you the ability to assess current reality in order to create strategies that will move you into the future.

STRATEGY | MEASUREMENT | SLIDE 22 OF 26 BACK | NEXT

Hints on Developing Measures

When developing standards for measurement it is helpful to remember:

- Standards can be changed after evaluation.
- Measures reflect progress towards your values, mission, and vision.
- Innovative standards can give energy to tasks.
- Many measures have a time component.
- If possible, measures should be tangible and must be quantifiable (example: "Is Wednesday night fun? Let's do a survey.")

STRATEGY | MEASUREMENT | SLIDE 23 OF 26 BACK | NEXT

Principle: Measurements give you an objective way to assess your improvement or decline in particular areas of your ministry. These measurements are based on particular standards that you have developed to form a baseline of what you have determined to be a success.

For example, looking back at the value of a home example on slide 8, what would be a list of standards you would use to decide on the quality of the neighborhood? One measurement could focus on the yard. You might identify three levels of standards on which you will measure the quality of the yard:

Minimum Standard:

- Yard has been mowed
- Garden has been weeded
- Walkways have been swept
- The neighbors' yards are mowed, weeded, and swept.
- Adequate space to park cars

Moderate Standard:

- All of the above
- Fresh flowers in the garden
- Carport or garage for the cars

Beyond Expectations:

- Fountains along the walkway
- Rod-Iron fencing
- Grass is ready for a game of golf
- Drive-through driveway with an entrance and exit

Facilitate:

Share the yard example and discuss the standards for welcoming visitors to a worship experience:

Minimum:

Moderate:

Beyond Expectations:



Principle: For each category of flow you are going to list the measurement so that you can determine how effective you are in each area.

Facilitate: Work through your categories of flow and create measurements for each column. Think of using the three categories to help determine Minimum, Moderate, and Beyond Expectations.



Facilitate: Continue the work of determining measurements for each category of flow.

Close in prayer.