School of Transformation
Church and the Kingdom
Session four – Church and Organisational Growth Levels

HEAVEN IN SPAIN

The nature of plateau

- *More businesses die from indigestion than from starvation"* - David Packard, The HP Way

- The same is true for churches and groups

Organisations (Churches, businesses etc) plateau

- Healthy enterprises will grow and then hit plateaus where trying to do more of the same thing doesn't result in more growth (and can result in decline)
- Churches have recognised levels of plateau
- Church growth material generally focuses on the aspects that caused a specific church to break a plateau and often has little relevance for others
- Businesses and other organisations also have plateaus
- They are remarkably similar in nature to church's plateaus
- These plateaus are primarily about leadership and management issues

Organisational growth

- Organisations that grow do so because they are providing something that people want
- Churches provide an environment for loving God and loving people
- Businesses provide products/services

- If they continue to provide these things in the same manner, they will inevitably plateau- why?
- A church will plateau even though it is loving and spiritual
- A business will plateau even though it is providing quality goods and services
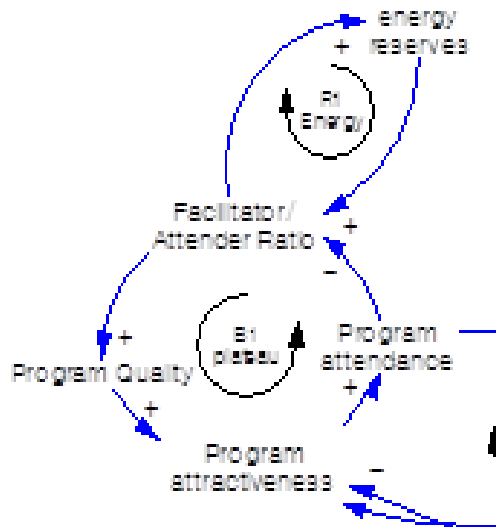
Church plateaus – systems analysis

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Church plateaus – systems analysis

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It's all about energy

- Ephesians 4:16 "from whom the whole body, joined and knit together by what every joint supplies, according to the effective working by which every part does its share, causes growth of the body for the edifying of itself in love."
- "effective working" – "Energeia" - *efficiency* or energy
- What puts more energy into a church or other organisation?
  - More leaders (facilitator/ attender ratio)
  - Bigger leaders
  - More inspiration (vision)
  - More encounters with God
  - Time management – priorities etc
  - Energised lifestyles

It's all about energy
Makes sense really

- Structure does not bring growth, however it can inhibit it
- All living organisms grow through the supply of energy
- Question: What is the evidence of excess energy in an organisation?
- Question: What is the evidence of an energy deficiency in an organisation?

Organisations plateau

- A church or business or other organisation may plateau because it has reached the purposes that God has intended for it
- Or
- There may be things that are limiting its growth
- Its best to consider that 2. above is a possibility and consider what these things might be
- Note: There is nothing wrong with a small church or a small business – they both have some advantages over larger enterprises

Structure and strategy

- Structure should be a servant of strategy
- Strategy should be a servant of vision
- First work out what we are attempting to do and then structure accordingly
- These can be formal or informal structures

Structuring by the functions of the church

- A spiritual building
- A family
- A body
- A household
- A bride
- A gate

Size implications of the functions

- A spiritual building (unlimited (size of building/ space/ anointing, through impartation)
  - *Places of Revival*
- A family (up to 70 people, relationship)
  - *Primary Group– 50% of churches*
- A body (up to 300 people, collaborating)
  - *Ministry focussed church*
- A household (up to 40 people, doing)
  - *Role/ Duty focussed church*
- A bride (unlimited through impartation, or up to 12 through coaching/mentoring)
  - *Discipleship churches*
- A gate (unlimited through impartation)
  - *Individualised expressions*

Structural units for community and spiritual power

- Relationship with people
  - A bride (up to 12, coaching/mentoring)
  - A household (up to 40 people, doing)
  - A family (up to 70 people, relationship)
  - A body (up to 300 people, collaborating)

- Relationship with the Spirit
  - A spiritual building (unlimited, impartation)
  - A bride (unlimited through impartation)
  - A gate (unlimited through impartation)

Using Structural Units

Services (unlimited)
(Building, Bride, Gate)

Small Groups
(up to 12)
(Bride, family)
Mentoring and Coaching
Formal and Informal

Large Departments
(up to 300)
(Body, building)
People using their gifts

Small Departments
(40 to 70)
(Family, household)
Relationships
/responsibility

Structural serving strategy (whether it is implicit or explicit)

Services are the major focus of "revival" (spiritual atmosphere) building, gate of heaven) e.g. Toronto, Brownsville

Small Groups are the major focus of discipleship church (mentoring, coaching, bride through relationships) church. E.g. Yonggi Cho, G12

Large Departments are the focus (result) of churches with a gifting focus (and the required leadership)

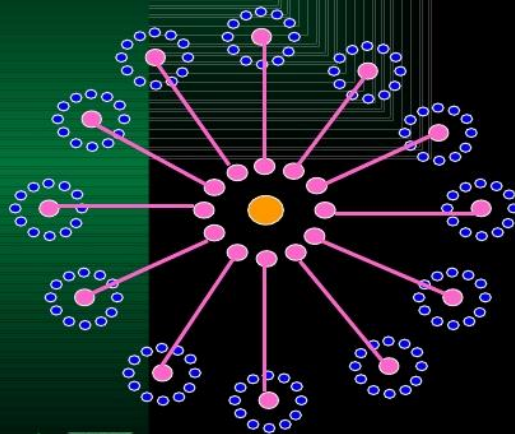Small Departments are the focus (result) of churches with a family/ household focus (and the required leadership)

Structural example G12

The Daugter G12 Cell

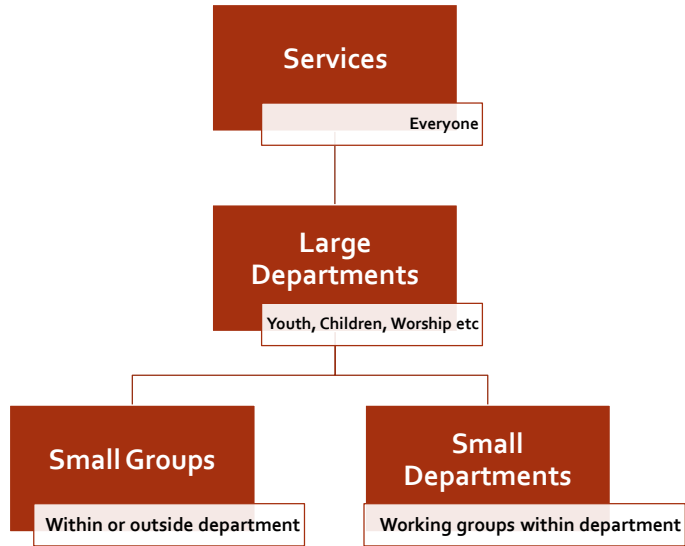Each of the twelve develops up to three Cell Groups. The goal is to find twelve leaders who will launch Cells.

Structural example
Church of 300-1200

Services

Everyone

Large Departments

Youth, Children, Worship etc

Small Groups

Within or outside department

Small Departments

Working groups within department

Structure
Moses

Board of Directors (God)

Manager (Moses)

Asst. Mgr. (Moses)

Navigation Supervisor (Moses)

Logistics Supervisor (Moses)

Religious Supervisor (Moses)

Health Chairman (Moses)

Public Service Chairman (Moses)

Celestial Nav. (Moses)

Guidance (Moses)

Food (Moses)

Clothes and Equip. (Moses)

Marriages (Moses)

Baptisms (Moses)

Funerals (Moses)

Sanitation Eng. (Moses)

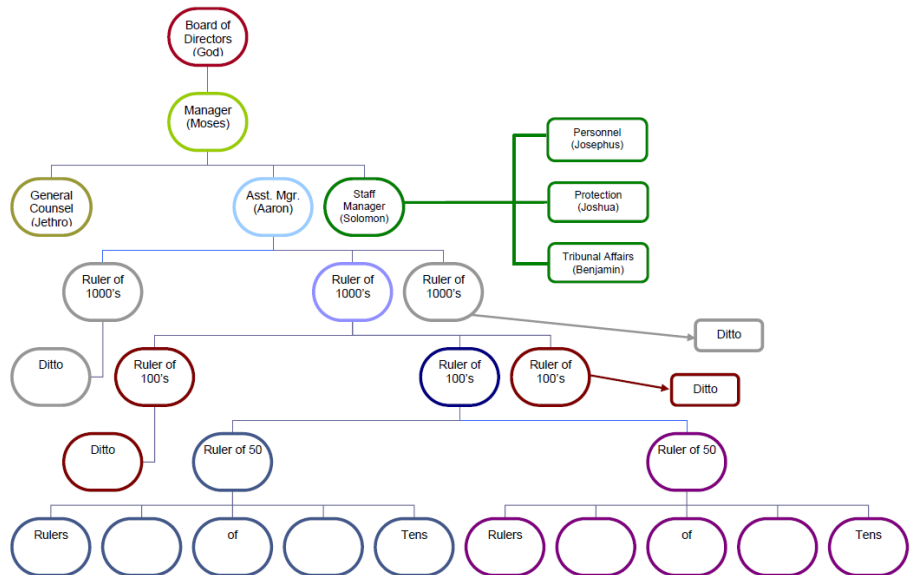Recreation (Moses)

Education (Moses)

Jethro's advice

17So Moses' father-in-law said to him, "The thing that you do is not good. 18Both you and these people who are with you will surely wear yourselves out. For this thing is too much for you; you are not able to perform it by yourself. 19Listen now to my voice; I will give you counsel, and God will be with you: Stand before God for the people, so that you may bring the difficulties to God. 20And you shall teach them the statutes and the laws, and show them the way in which they must walk and the work they must do. 21Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. 22And let them judge the people at all times. Then it will be that every great matter they shall bring to you, but every small matter they themselves shall judge. So it will be easier for you, for they will bear the burden with you. 23If you do this thing, and God so commands you, then you will be able to endure, and all this people will also go to their place in peace."

Structure
Moses after Jethro

Board of Directors (God) — Manager (Moses) — General Counsel (Jethro) — Asst. Mgr. (Aaron) — Staff Manager (Solomon) — Personnel (Josephus), Protection (Joshua), Tribunal Affairs (Benjamin) — Ruler of 1000's — Ruler of 100's — Ruler of 50 — Rulers of Tens — Ditto

Plateaus have 3 components to consider

Leadership
- Leadership
- Mission and strategy
- Organisational cultural

Management
- Structure
- Management practices
- Systems
- Work unit climate

Workers
- Task & individual skills
- Motivation
- Individual needs & values

The activities of the "workers"

- Business
  - Product and service delivery
  - Innovation
- Church
  - Care/ Discipleship
  - Evangelism
- Family
  - Care/ Discipleship
  - Mentoring
- Politics
  - Representation
  - Policy

Plateau one
"The one man band"

- **Workers**
  - One (Plus support staff?)
- **Management**
  - One person, 2 levels (Worker, customers)
  - Ad hoc
- **Key Leader**
  - Self-leadership (The leader is the manager and worker)
  - Creativity (reacting quickly and effectively to people's needs)
- **Organisations Plateau**
  - At how many customers this one person can serve
  - Levels differ for different products/services
  - 70% of businesses
- **Churches Plateau**
  - At how many people this one person can be the primary point of contact
  - In practice, there are normally some others helping a little (similar to support staff)
  - Typically churches of 40-70 people in attendance
  - 50% of churches
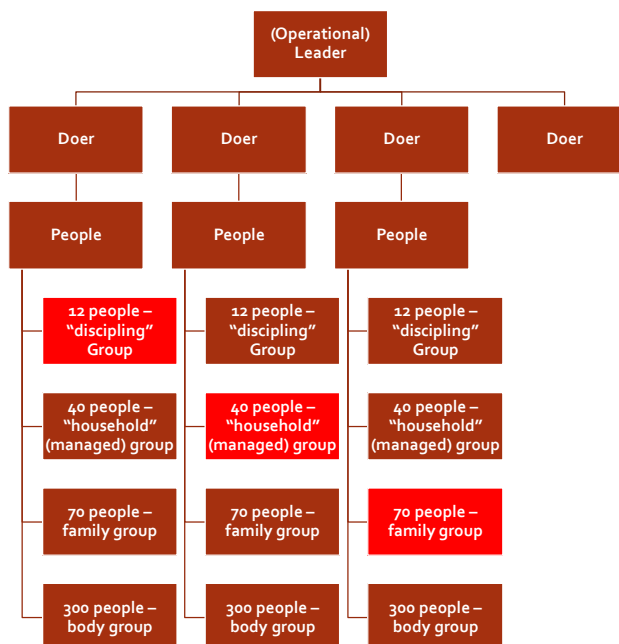
Plateau one
"The one man band"

Doer → People

12 people – "discipling" Group	40 people – "household" (managed) group	70 people – family group	300 people – body group
e.g. "Home Group"	e.g. Ministry Group	e.g. – youth group	e.g. department, whole church
Mentoring (3 people, e.g. Peter, James, John)	Management Development through tasks	Primary group, relationship over development	Focus on gifts
Coaching (12 people, e.g disciples, G12)	Jesus with the 70 (Luke 10)	Brothers, sisters, mothers, fathers	Development through doing

Plateau two
"The managed group"

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Diagram:
- (Operational) Leader
  - Doer — Doer — Doer — Doer
    - People — People — People
      - 12 people – "discipling" Group
      - 40 people – "household" (managed) group
      - 70 people – family group
      - 300 people – body group

Plateau two
"The managed group"

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- **Workers**
  - Quality depends on the quality of management
- **Management**
  - 3 levels (Leader/Manager, workers, customers)
  - One person organising a team of workers (who have the characteristics of the leader of the one man band)
  - Coordination between team members
  - Ensure creativity is maintained at the coal face
- **Key Leader**
  - Management ability (The leader is the manager). The leader gets things done through others
  - Self-leadership
- **Organisations Plateau**
  - At how many customers the team of workers can serve
  - The management ability of the leader
  - The size plateau varies depending on a number of factors – industry, org. structure
- **Churches Plateau**
  - At how many people this team of workers can be the primary point of contact
  - Typically 150-250 people
  - 90% of churches are below 200 people
  - The plateau level varies primarily because of the management ability of the leader and the quality of the carers
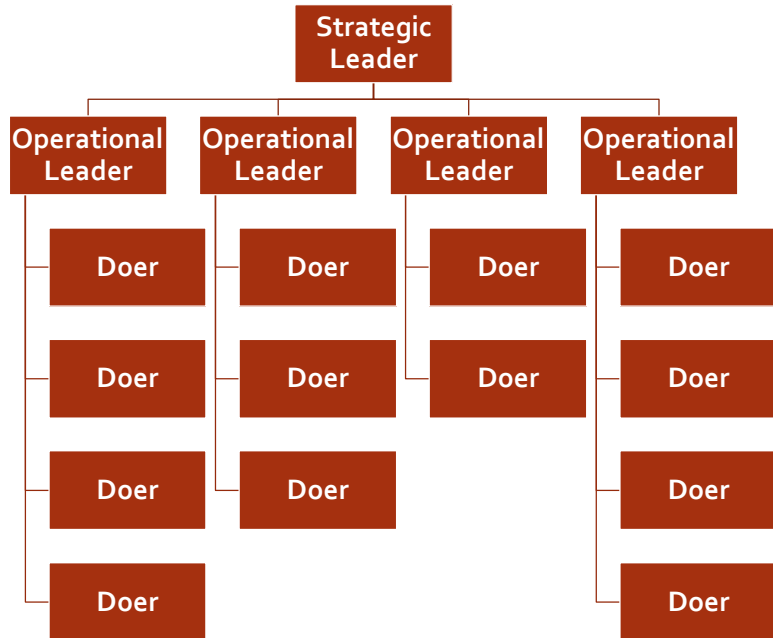
Plateau three
"The strategic group"

- **Workers**
  - Quality depends on the quality of leadership and management
- **Management**
  - 4 levels (Strategic leader, managers, workers, customers)
  - Leader leads a team of managers (who have the characteristics of the leader in the previous level)
  - Coordination between managers
  - Coordination between teams
- **Key Leader**
  - Strategic ability
  - Leader's attractiveness to managers
  - Self-leadership
- **Organisations plateau**
  - At how many customers the team of workers can serve (which is determined by the size and quality of the management team and the leadership of the leader)
- **Churches Plateau**
  - At how many people the management team 's groups can provide opportunity for loving God and people
  - Typically 800-1200 people
  - The plateau level varies primarily because of the strategic ability of the leader

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Plateau three
"The strategic group"

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                        Strategic
                         Leader
   ┌───────────┬────────────┬────────────┐
Operational  Operational  Operational  Operational
 Leader       Leader       Leader       Leader
   │            │            │            │
  Doer         Doer         Doer         Doer

  Doer         Doer         Doer         Doer

  Doer         Doer                      Doer

  Doer                                   Doer
```

Plateau four
"The visionary group"
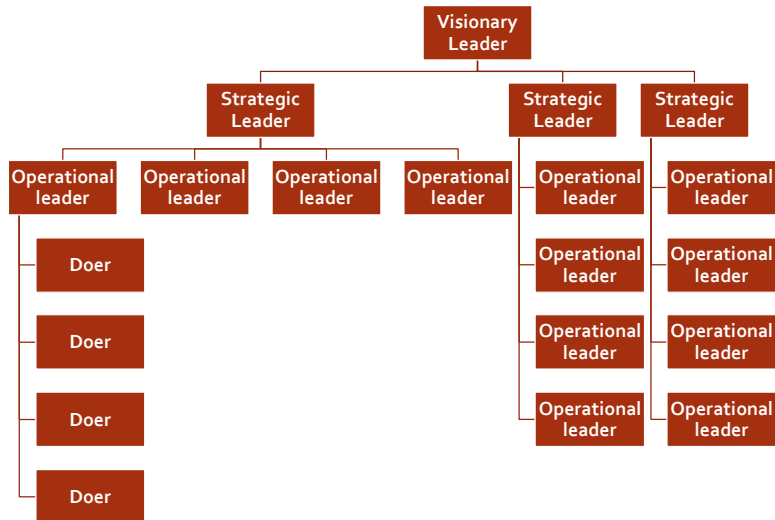
- **Workers**
  - The organisation plateaus at how many customers the workers can serve (which is determined by the size and quality of the management team and strategic team)
- **Management**
  - 5 levels (visionary, strategists, managers, workers, customers)
  - Leader leads a team of strategists (who have the characteristics of the leader in the previous level)
  - Coordination between strategists, managers and teams
- **Key Leader**
  - Visionary ability
  - Attractiveness to strategists
  - Self-leadership
- **Organisational plateaus**
  - at how many customers the team of workers can serve (which is determined by the size and quality of the management team, strategists and visionary leadership of the leader)
- **Churches**
  - Plateau at how many people the strategists, managers and workers can provide opportunity for loving God and people
  - Typically 3000-5000 people
  - The plateau level varies primarily because of the visionary ability of the leader

Plateau four
"The visionary group"

Plateau five
"The cultural group"
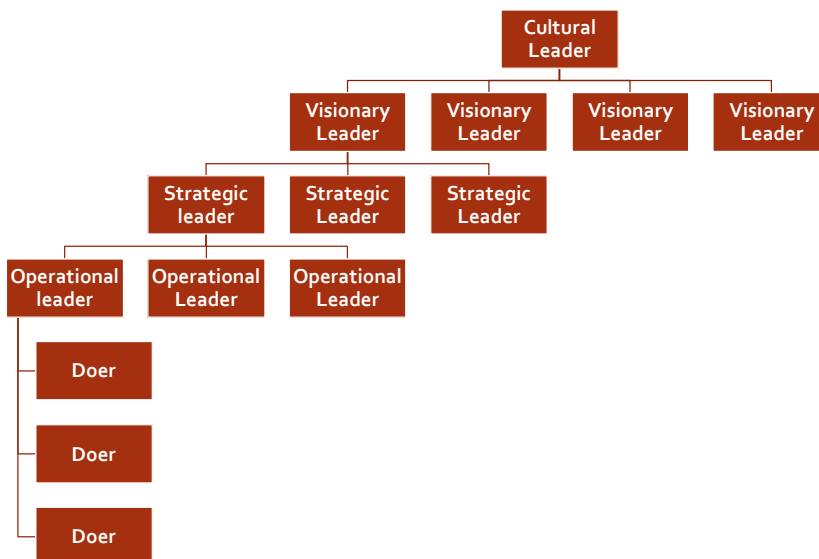
- Workers
  - The organisation plateaus at how many how many customers the team of service deliverers can service (which is determined by the size and quality of the management team and the size and quality of the strategic team, and the size and quality of the visionary team)
- Management
  - 6 levels (cultural leader, visionaries, strategists, managers, workers and customers)
  - Leader leads a team of visionaries (who have the characteristics of the leader in the previous level)
  - Coordination between visionaries, strategists, managers and teams
- Key Leader
  - Culture creating ability
  - Attractiveness to visionaries
  - Self-leadership
- Organisational plateaus
  - at how many customers the team of workers can serve (which is determined by the size and quality of the management team, strategists, visionaries and cultural leadership of the leader)
- Churches
  - Plateau at how many people the cultural leader, visionaries, strategists, managers and service providers can provide opportunity for loving God and people
  - Size limited by breadth and attractiveness of culture
  - The plateau level varies primarily because of the culture creating ability of the leader

Plateau four
"The cultural group"

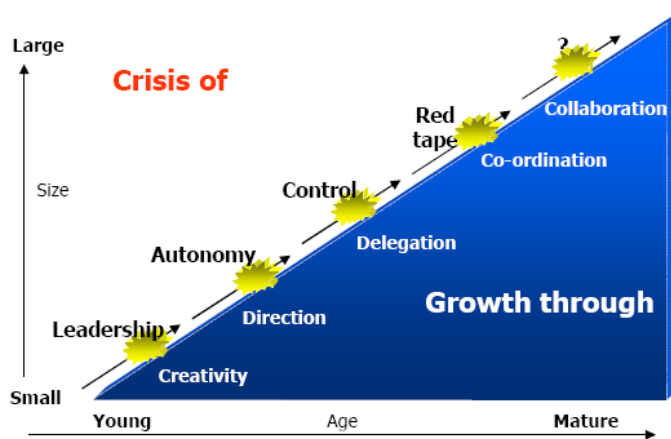## Leadership competencies in breaking plateaus

Self – leadership

Management

Strategic leadership

Visionary leadership

Cultural leadership

Greiner's Crises

Large

Crisis of

Size

Small

Young   Age   Mature

Leadership
Autonomy
Control
Red tape
?

Creativity
Direction
Delegation
Co-ordination
Collaboration

Growth through

Greiner's Plateaus

Category	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Management Focus	Make & Sell	Efficiency of Operations	Expansion of Market	Consolidation of Organization	Problem Solving & Innovation
Organization Structure	Informal	Centralized & Functional	Decentralized & Geographical	Line-staff & Product Groups	Matrix of Teams
Top Management Style	Individualistic & Entrepreneurial	Directive	Delegative	Watchdog	Participative
Control Systems	Market Results	Standards & Cost Centers	Reports & Profit Centers	Plans & Investment Centers	Mutual Goal Setting
Management Reward Emphasis	Ownership	Salary & Merit Increases	Individual Bonus	Profit Sharing & Stock Options	Team Bonus