

21st CENTURY CONGREGATION DISTINCTIVES

SPIRITUAL SKILLS

Identifies a personal mission or purpose as a Call from God to a life of faith and discipleship.

Enters into relationships of respect, trust, gratitude and service which build a community of faith in Christ.

Envisions the church as a community of faith with a shared mission in the Kingdom of God.

EXECUTIVE SKILLS

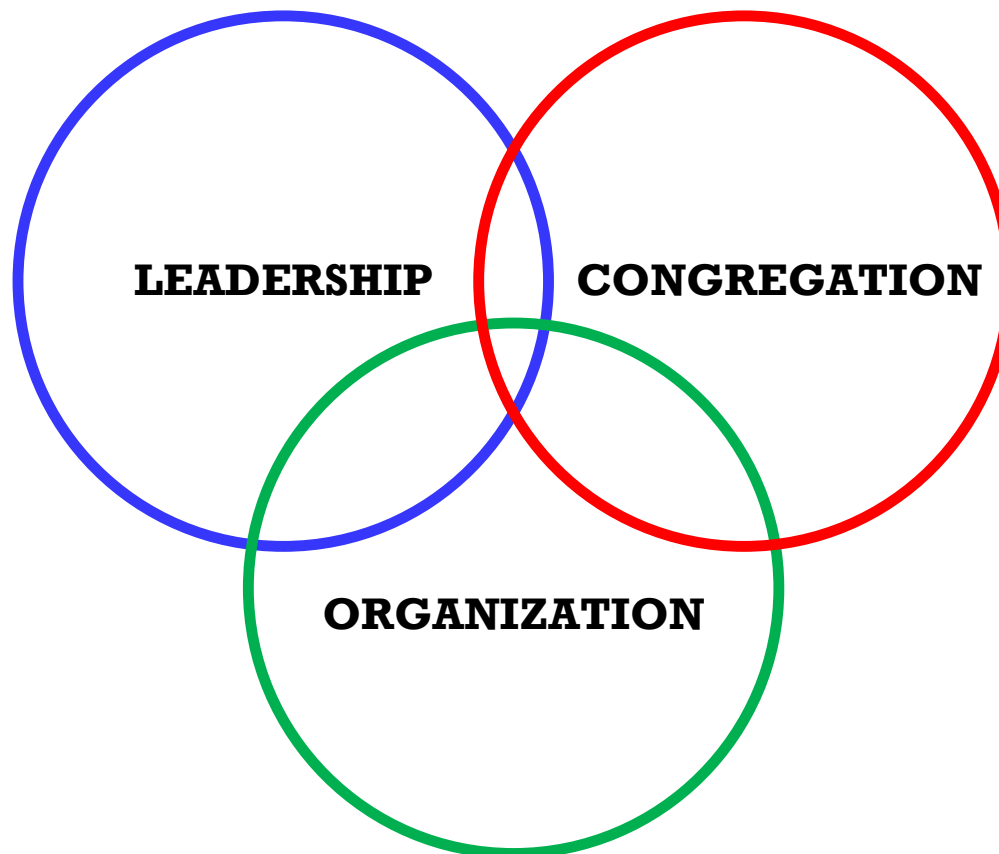
Board Leadership
Management of the organization
Change – Transition Management
Diplomacy

SESSION

Spiritual Leadership Team
First Among Equals Leadership
Leadership Facilitation
Strategic Decision-making
New Leader Formation

PASTORAL SKILLS

Theologian
Preacher
Worship Leader
Spiritual Friend
Listener / Counselor/ Prayer
Life Transitions Guide



LEADERSHIP

CONGREGATION

ORGANIZATION

GOVERNANCE

Policy / Mission Design
Long Range Planning
Stewardship Committees

OPERATIONS

Administration
Support Services
Facilities

PROGRAM

Worship / Education / Pastoral Care
Children / Youth (MS-HS)/
Campus / Young Adult /
Fellowship / Missions / Outreach

RESOURCES

Financial / Material
Human /Intellectual

ENGAGED

in the theology and mission of the church as a personal call from God

PARTICIPATING

in activities and programs of the church

CONTRIBUTING

to the support and leadership of the church through the stewardship of discipleship.

GENERATIONAL RICHNESS

Diversity
Intergenerational Interaction
Family generation continuity

A STEWARDSHIP OF GRATITUDE

expressed through Saying Thanks, Giving Back, Making Welcome, Honoring Others and Creating Goodness.

Dr. Ed Brenegar

**Circle of Impact Guide Services
Community of Leadership, LLC**

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21st Century Congregational Missional Shifts

Leadership

Shift from Control to Equipping

Shift from Roles & Responsibilities to Relationships of Shared Responsibility

Shift from Leadership by a Select Few to a Community of Leaders

Shift from a Passive Acceptance of Other's Leadership
to Personal Initiative to Make a Difference that Matters

Membership

From Member to Personal Call

From Institution to Community

From Spectators to Participants.

From Consumers to Contributors

Worship

Shift from *Entertainment* to *Engagement*

Shift from being *Sermon-centric* or *Music-centric* or *Sunday-centric* or *Entertainment-centric*
To a *Liturgy of Engagement* for a shared experience of God's presence and congregational mission.

Stewardship

From a Budget Focus to a Whole Life Discipleship Focus.

From an Annual Campaign to a Year-round Program of Congregational Generosity.

Shift from paying *Contributions*
as Membership Dues or as a Non-Profit Donation or as Payment for Services
To a *Whole Life Expression of Gratitude*.

Communication

From a One-Way, Formal Distribution of Information
to a Two-Way, Informal Conversation as a Community.

Circle of Impact Leadership Guides for Congregations

Dr. Ed Brenegar

The following pages are conversation guides. They are the product of hundreds of conversations over the past three decades. They are used to provide a way to see complex ideas and whole situations in congregations and organizations in as simple a way as possible. They serve to provide a way to reflect on the big picture of what is happening at a particular point in time. If you have questions please ask me at ed@edbrenegar.com. Your questions and comments further the practical use of these guides. Some day there will be a book.

1. Creating Impact In Life & Work During Times of Transition - The purpose of this guide is to shift people's perception from change to transition in their experience. A transition perspective provides a way to see how the past, present and future are logically connected in a process of change. As a result, being able to recognize transition points makes it possible to gain an awareness of what one must do to move to the next level in either their personal or organization's life.

2. What We Want From Our Life, Work & Faith - These core motivators of our life, work and faith are ways we practically measure our involvement in the social and organizations that we are a part of every day. For a church where these three goals or aspirations are a part of the congregation's experience, you have an engaged congregation. To be *Personally Meaningful* means that our beliefs and values are a central part of our experience. To be *Socially Fulfilling* means that our relationships are whole, healthy, and the social environment is respectful, supportive, caring, as well as open and hospitable. For our lives and the life of the church to be described as *Making a Difference that Matters* means that we see the impact of who we are and what we do. The difference that matters is product of our acting upon the values and beliefs that are personally meaningful.

3. Circle of Impact - This is a picture of my understanding of the nature and function of leadership. It is a complex picture because leadership is not one thing, but many things operating at the same time. I've reached the conclusion that leadership begins with personal initiative, and that it is not primarily an organizational role, but a way of functioning as persons. As a result I see organizations and congregations as *communities of leaders*, each following their own personal call to make a difference that matters in collaborative, coordinated way.

In this perspective, there are three dimensions to leading - *Ideas, Relationships* and *Structure* (of both a social and an organizational type), that correspond to the organizational functions of *Communication, Collaboration* and *Coordination*. Once a person focuses on becoming a person of impact, the value of this perspective grows. Take any issue, and one of the three dimensions can be identified as the key problem area, if not all. The solution comes from working with all three dimensions together. For example, if communication is a problem, then it isn't just being clear about what to communicate (ideas), but also

understanding what people are looking to hear from you (relationships), and communicated in a manner that is most likely to make a difference (structure).

This alignment of the three dimensions is achieved through the *Connecting Ideas* of *Purpose/Mission, Values, Vision* and *Impact*. A *Purpose* or *Mission* is an identity perspective that says who we are and what we do. Our *Values* are those ideas that unite us as a congregation, and provide us the emotional commitment and resilience to do the hard work of change. A *Vision* is a picture of what it looks like for the people of this community or congregation working within their social and organizational structures to create the impact that is the difference that matters. It is a visionary perspective of the future fulfillment of one's mission. As a result, it is important that a church or organization can identify what the impact of their life and work is, so that they can build upon it. Impact, therefore, is a picture of change or the difference that matters.

This is a complex picture of leadership as functions in virtually any setting. This is a tool for reflection and conversation that once learned quickly becomes the way we see things happen in real time.

4. The Five Questions that Every Person Must Ask - This is a practical tool for applying the *Circle of Impact*. Each question is intended to create clarity of perspective and understanding of what is happening. The first question is best asked as change happening within a specific time frame, like 18 months or five years. The second question asks what is the impact of our ideas, relationships, and structures. Once we have a basic understanding of our impact, then reflection upon the future will be much easier. We'll be able to see progress or decline much more easily. The third question identifies those people and groups who are impacted by our life and work. This perspective enables us to know with whom we need to strengthen relationships or a group that may have been hidden from our view, with whom we need to give our attention. The fourth question provides us direction on where our future efforts should be. Our opportunities are based on the impact that we have, and are typically ones that we should be acting on right away. The fifth question looks at the barriers, constraints or problems that keep us from making a difference that matters. We want to resolve those issues so that we can get on with fulfilling our opportunities.

5. The Leadership of Shared Responsibility - The *Circle of Impact* is an emergent picture of leadership. By that, I mean, that is not a picture of just different activities and tasks that leaders do. It is a whole, complete picture of leadership which is greater than the sum of its parts. This page is an emergent or whole picture of the community that is the organization, and its shared responsibility for leadership. The vision is of each person taking initiative out of their own sense of personal call from God within a community that shares responsibility for communicating, collaborating and coordinating the life and work of the church. To share responsibility doesn't mean that everyone does the same thing, but that everyone shares responsibility for their part in the community of the church. This picture also is a guide to how the governance of the church can also be a share responsibility. Too often Sessions and boards are isolated from the congregation by the structure of their work. Imagine the measure of the Session the quality of its communication, collaboration and programmatic coordination.

6. Leadership in Organizational Structures - This is a simple guide to help people see how a more collaborative approach can be brought into a more traditional, hierarchical structure. This is a key picture for people in churches to see how the functioning of their church can be different.

7. Say Thanks Every Day The Power of Gratitude in Life, Work & Faith - The previous pages are all about leadership. This page is about relationships and community as the core life of the church. The story is much too long to describe here, but over the past three years, this perspective of how we can relate to people, both in the church and in other organizations has developed for me both conceptually and experientially. The core idea is that we need to move from a more consumer-like perspective of entitlement to one of gratitude and giving. Much has been written in popular psychology about the beneficial effects of being grateful. Gratitude, in my perspective, is not just a way for us to find happiness, but how to live as a community as a church. The five actions here can be reduced to five simple concepts. *We say thanks.* *We give back* in service. *We welcome* people as guests in our lives through the practice of openness and hospitality. *We honor others* as the fundamental basis of all relationships. We treat people with honor and respect, for without it community is difficult to achieve. Finally, we *create goodness* through our personal call to take initiative to make a difference that matters. For the church this is what stewardship becomes when we take a whole life approach. If each committee, each ministry were to practice these five actions, the church would be a community that would more closely resemble to life and character that we see in Jesus in the Gospels.

The purpose of these guides is reflection in conversation for awareness leading to action. Feel no obligation to master or understand any of this. Rather identify those areas that need to be addressed, and use these pages as a guide to understanding what you must do. If you have questions, just ask. This is what I do every day.

Thank you for the opportunity to serve with you. I look forward to our continued work together.

In Christ,

Ed

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Creating Impact In Life & Work During Times of Transition

A Circle of Impact Guide

1. TRANSITION, NOT CHANGE:

Every person and organization is in transition from what they once were to what they will be. We experience this transition as change. We see it as performance plateaus and decline. It requires us to change.

2. TRANSITION POINTS:

What these Transition Points (T) show us is that what created growth at one stage may not at the next. Sustainability is the result of growth, not trying to remain at the same level. To grow requires us to make changes.

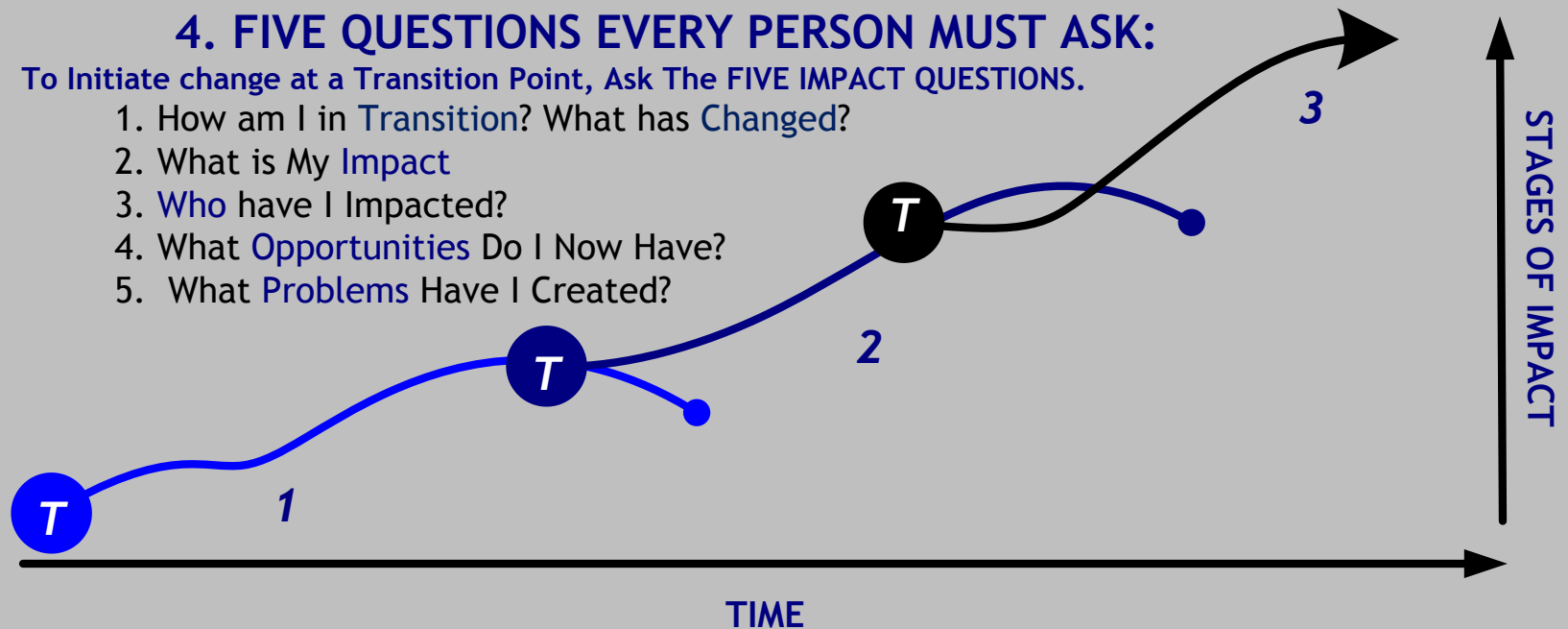
3. CREATING IMPACT THROUGH TRANSITION POINTS:

People manage Transition Points (T) by initiating change to create impact. People do this through the Three Dimensions of Life & Work - Ideas, Relationships and Social & Organizational Settings. These three dimensions form the Circle of Impact where growth occurs.

4. FIVE QUESTIONS EVERY PERSON MUST ASK:

To Initiate change at a Transition Point, Ask The FIVE IMPACT QUESTIONS.

1. How am I in Transition? What has Changed?
2. What is My Impact
3. Who have I Impacted?
4. What Opportunities Do I Now Have?
5. What Problems Have I Created?



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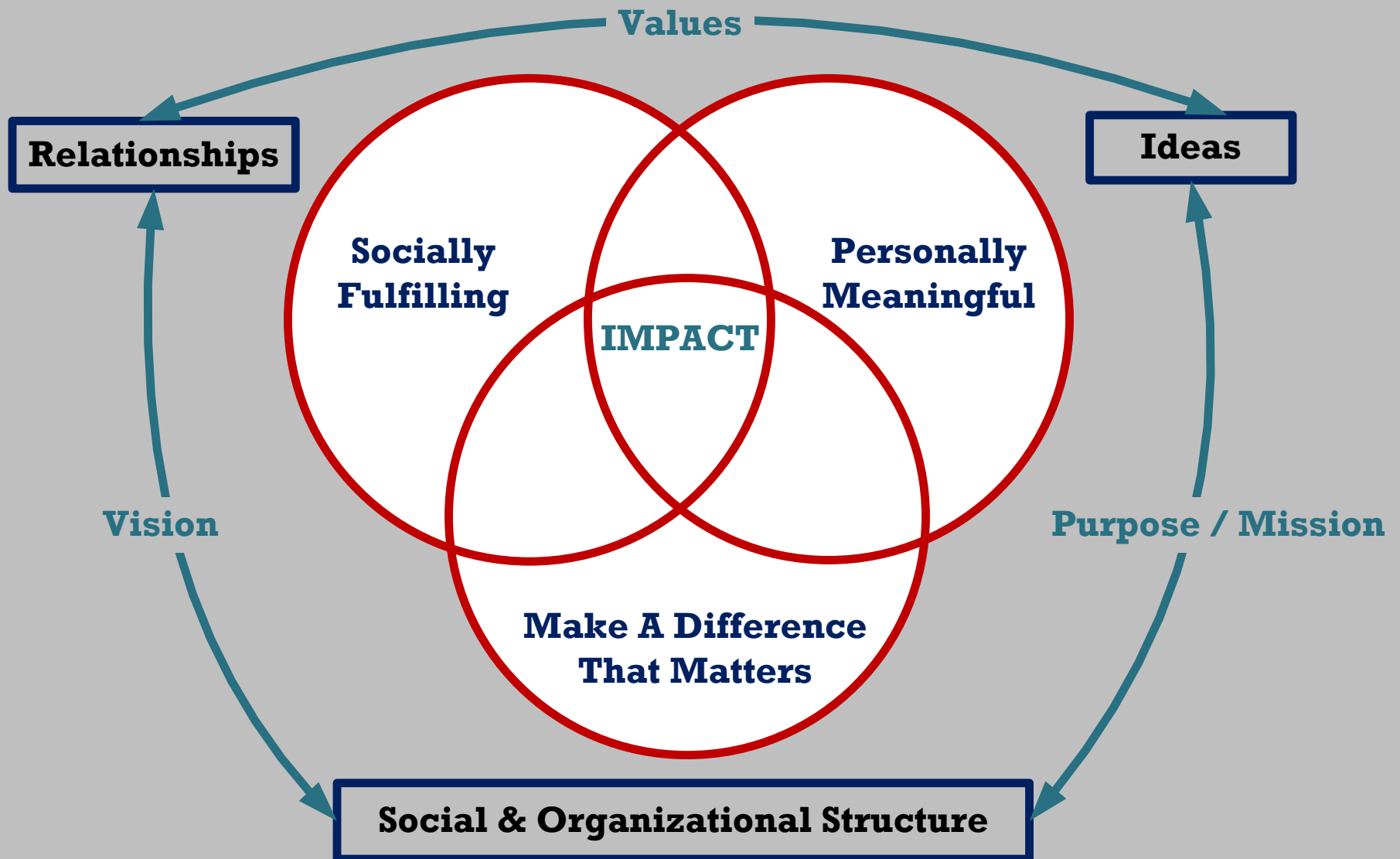
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What We Want From Our Life, Work & Faith

A Circle of Impact Guide



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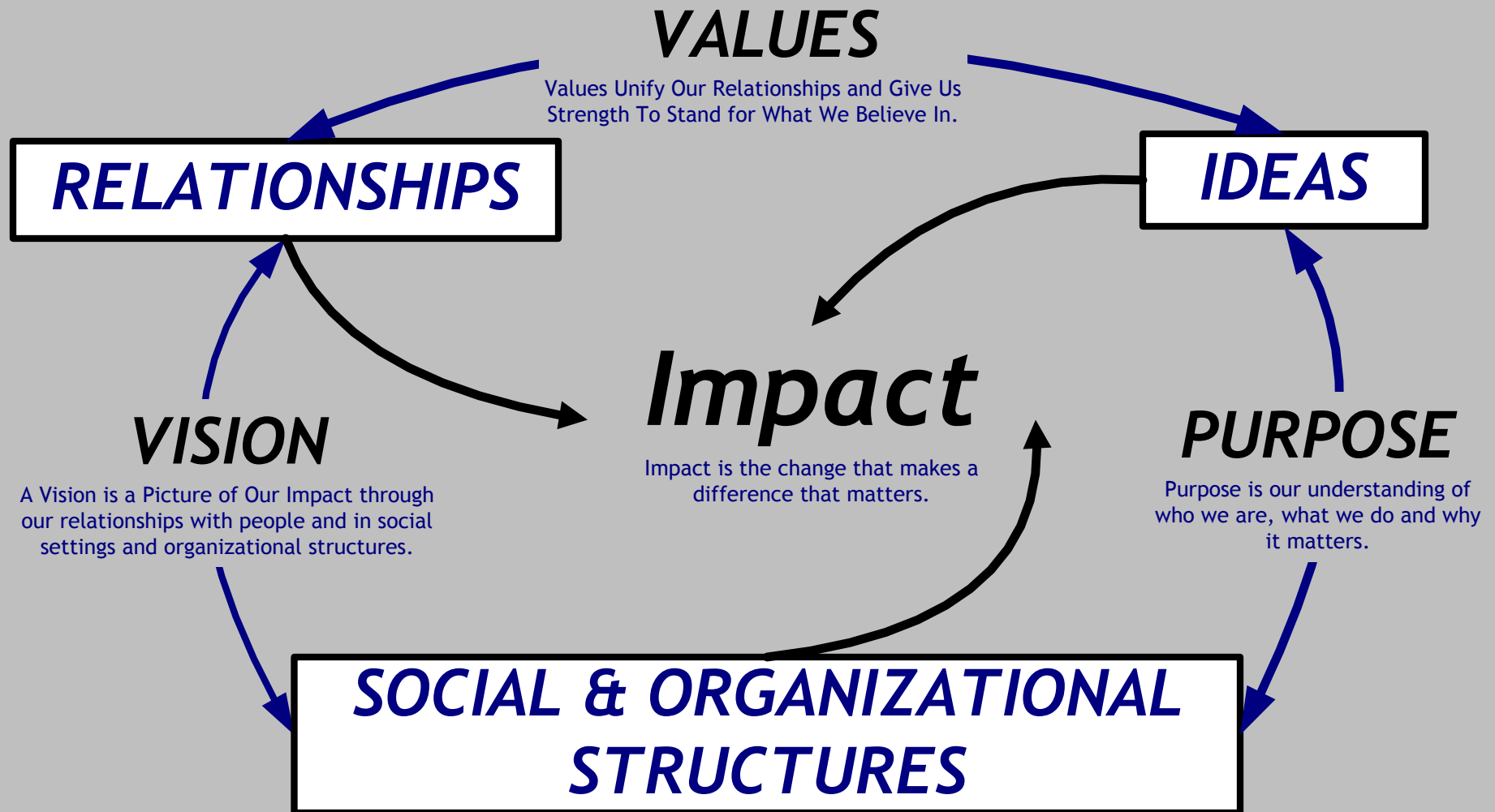
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THE CIRCLE OF IMPACT

Integrating the Three Dimensions of Life & Work for Making a Difference That Matters



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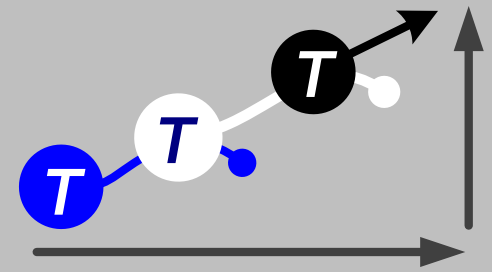
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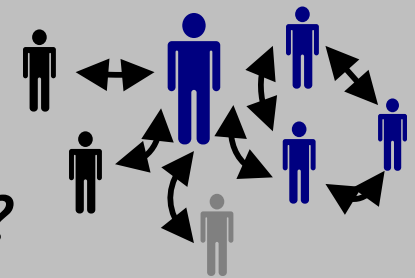
The FIVE QUESTIONS Every Person Must Ask

A Circle of Impact Guide

1. What has *Changed* in my Life and Work? How am I in *Transition*?



2. What is My *Impact*?

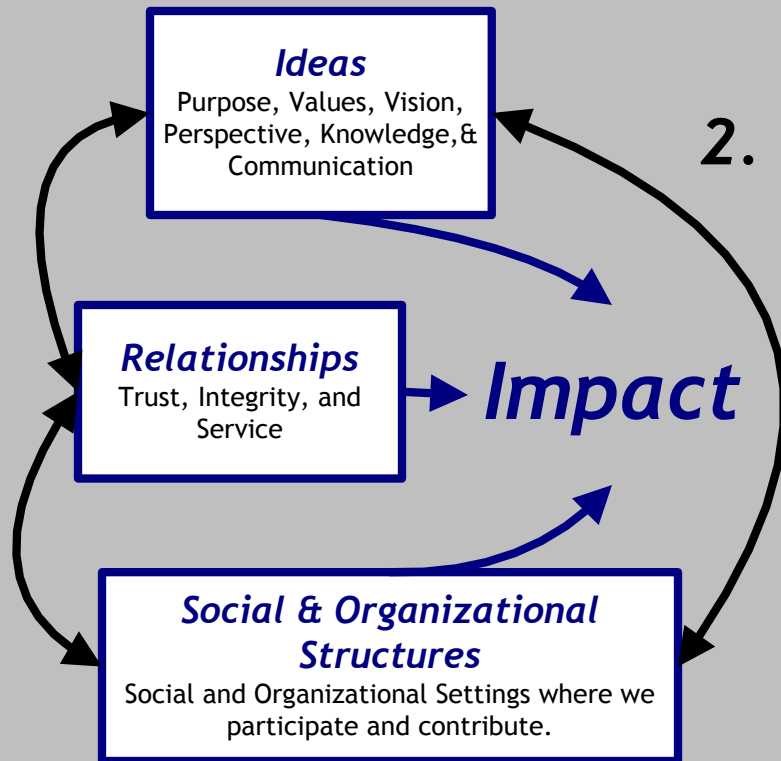


3. Who am I Impacting?

4. What *Opportunities* Do I Have Now?



5. What *Problems* Have I Created?



The Circle of Impact

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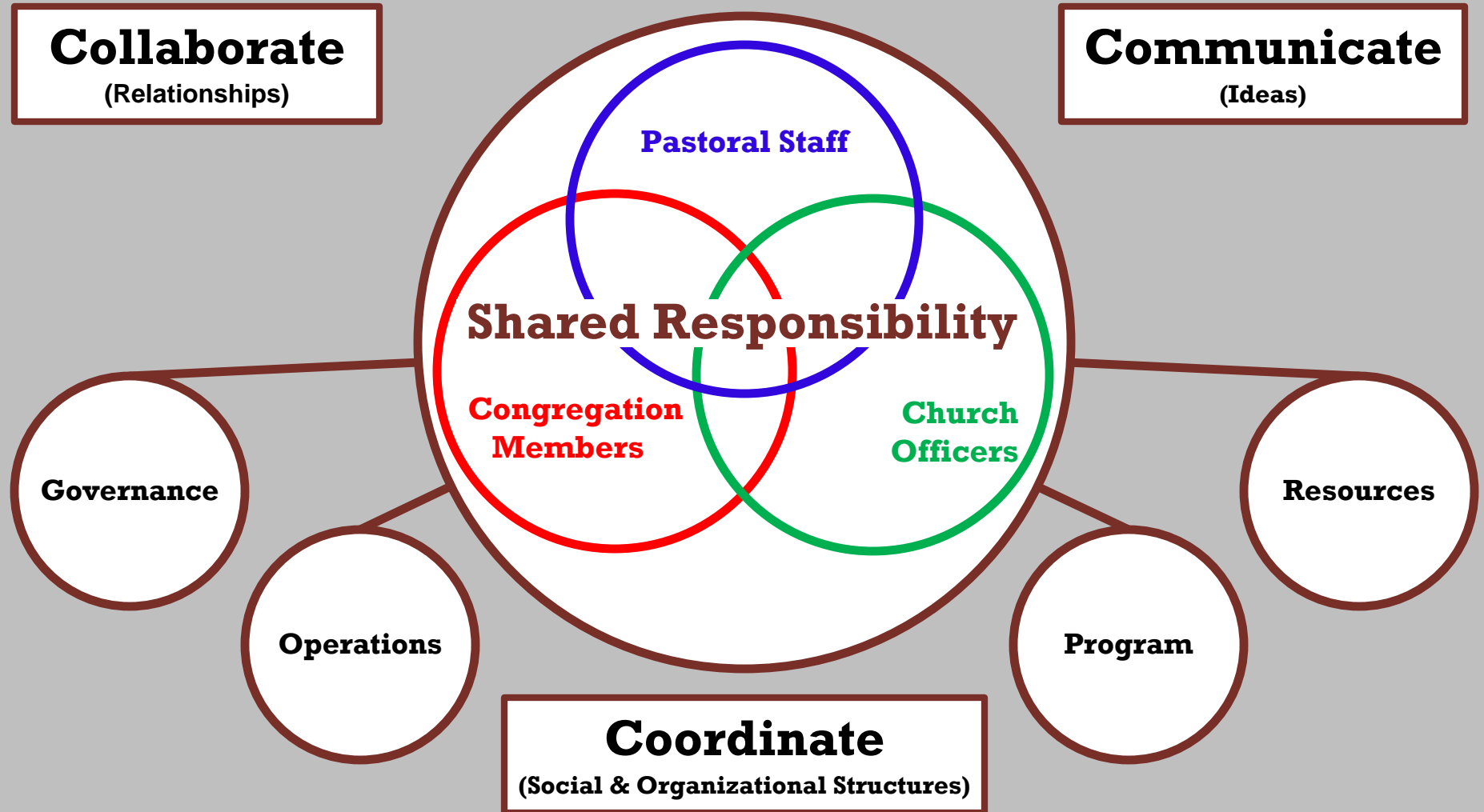
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The Leadership of Shared Responsibility

A Circle of Impact Congregation Guide



Communicate with Connecting Ideas (Values, Purpose/Mission, Vision & Impact)

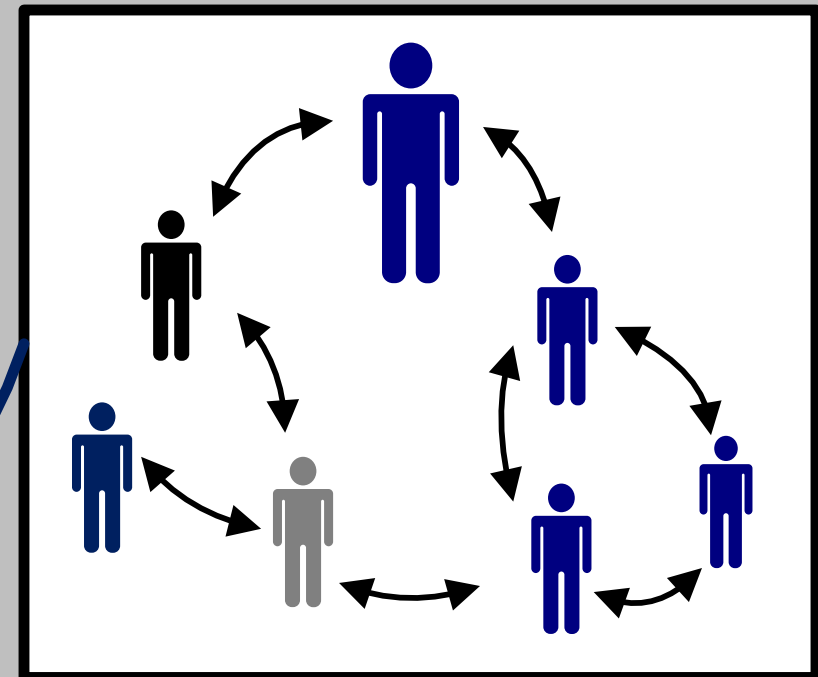
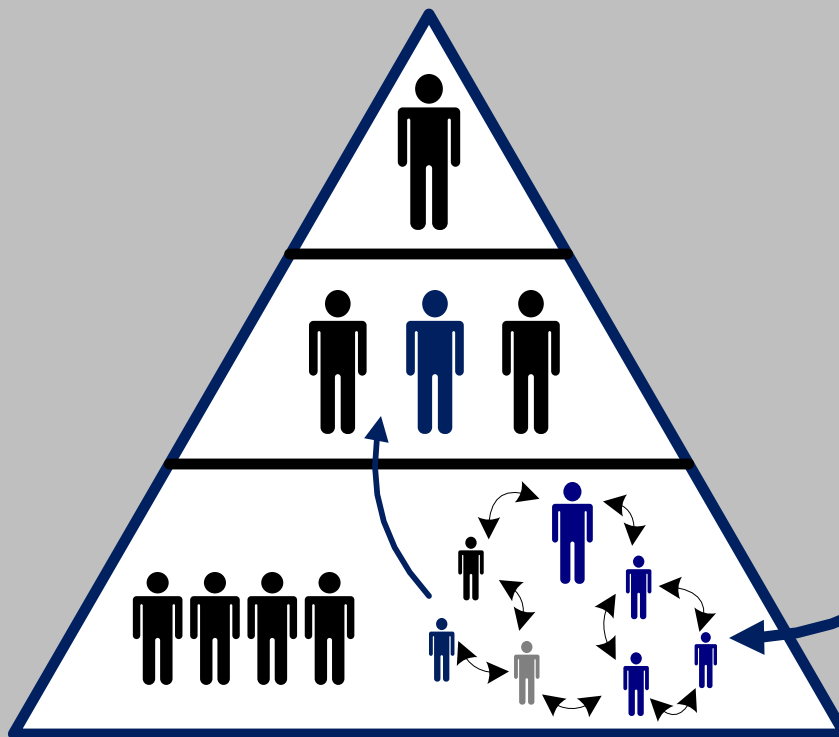
Collaborate with Relationships of Respect, Trust, & Mutual Contribution

Coordinate Organizational Structures to Align with Connecting Ideas & Collaborative Relationships

Leadership in Organizational Structures

Leaders Take Initiative To Create Impact with Ideas, through Relationships, and in Organizational Structures.

The Four Dimensions of an Organizational Structure are Governance, Products, Operations, and Resources.



Hierarchical, Vertically Integrated, Compartmentalized

Leadership: Based on Authority and Position

Collaborative, Emergent, Personally Connected

Leadership: Shared Responsibility of First Among Equals

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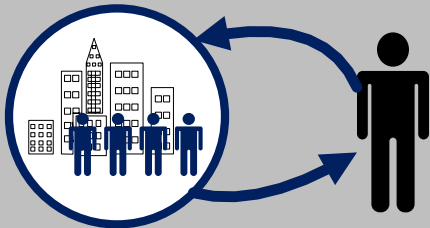
Say Thanks Every Day

The Power of Gratitude in Life, Work & Faith

But God, who is rich in mercy, out of the great love with which he loved us ... so that in the ages to come he might show the immeasurable riches of his grace in kindness towards us in Christ Jesus. ... For we are what he has made us, created in Christ Jesus for good works, which God prepared beforehand to be our way of life.

Ephesians 2:4-10

Give Back



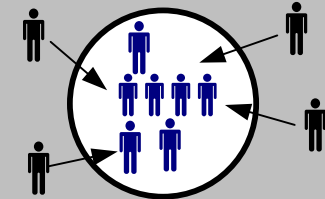
Serve people, communities & the church, who have made a difference in your life, work & faith.

Say Thanks



Say Thanks Every Day to God for his grace and love, and to others in appreciation for the difference that their relationship and contributions make in your life, work & faith.

Make Welcome



Practice a hospitality of openness and opportunity for people to make a difference.

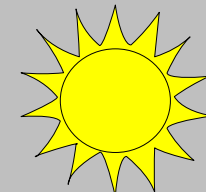
Honor Others



Honor people and communities for their participation and contributions of faith and stewardship.

The Five Actions of Gratitude

Create Goodness



Create goodness in response to the grace of God's call to faith and stewardship.

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