



# *Learning Community Seven*

## *Heart of Change*

20-30  
minutes

### *Personal Check-in:*

**Facilitator Instructions:** Ask each person in the group to isolate a passage in the Old or New Testament where “change dynamics” were at play. Give everyone a few minutes to think about the questions below and then share responses around the room. After the discussion and sharing, spend some time in pairs praying for one another.

**Sharing Questions:**

1. What change dynamics stands out to you in this passage?
2. How are you personally challenged as a leader by this particular passage?
3. In what way can we pray for you regarding this challenge?



15-30  
minutes

## *Homework Debrief:*

**Instructions:** Below is a list of the homework assignments from the last meeting. Ask each pastor to update the group on how they responded to each of the items. After everyone has checked in regarding the homework, take some time to talk about lessons that are being learned so far. Capture the discussion on a whiteboard or a flipchart.

1. Create your own personal development plan for the next 6 months that incorporates one or more ideas from this module. Come prepared next time to answer:

- Where am I going on the 4 C's?
- How will I get there?
- Who will help me get there?

2. Set up a regular (weekly is suggested) accountability call with someone in this group and ask each other about personal progress.

3. Read *Heart of Change* by John Kotter and come prepared to discuss your major learnings and personal applications from the book (see Book Review Questions).





6. What short-term wins should you be going after (step 6)?

7. How can you resist the tendency to declare victory too soon (step 7)?

8. What are your five most important take-away insights from the book?

9. What are two of your favorite quotes about the heart of change from the book?



45-60  
minutes

## *Case Study Interaction:*

**Instructions:** If a pastor is lined up for this meeting, give him 10-15 minutes to talk about his church. With the remaining time, ask the group to give feedback on the following questions and to spend time interacting with the pastor about the following:

- 1. Please share the prescriptions you received from the Weekend Consultation.**
- 2. What progress have you made toward implementing the prescriptions?**
- 3. What are the most significant challenges you are facing in implementing the prescriptions?**
- 4. Have you done your time study? What did you learn about your use of time? What are you doing to make changes in your use of time? How are you getting these changes rooted in your life for the long term?**
- 5. What leadership skills are you focused on developing? Share your sense of progress and your challenges.**
- 6. Have you built new bridges into the community? If not, why not? If so, how? What are the results so far? How can you improve your vision casting for reaching the community?**
- 7. What are you doing each week to create a sense of urgency? Are you seeing an increase in Sunday worship attendance?**
- 8. What are your plans for the next three months?**



90  
minutes

## Learning Activity: Heart of Change Module

**Facilitator Instructions:** Go to the website [www.off-the-map.org](http://www.off-the-map.org) and download or purchase a DVD of one of the interviews that Jim Henderson does with lost people. There are a number of different interviews that you can choose from. The website allows you to view the entire interview on the internet at no charge. You may go to <http://doableevangelism.com/the-lost-interviews/> as well. Pick one of the interviews to show the group you're working with. After watching the interview spend a few minutes discussing it as a group with the following questions before moving to "A Change of Heart" activity.

### "Off The Map" Video Clip

#### Debrief

**Question #1:** What stood out to you as you watched this interview?

**Question #2:** What did you like about how the interviewer, Jim Henderson, handled the interview?

**Question #3:** What surprised you about what the people on stage had to say?

**Question #4:** How are you personally challenged by what you heard?

30-40  
minutes

## Learning Activity: A Change of Heart

**Facilitator Instructions:** Move on to the article entitled "A Change of Heart." Ask everyone to read slowly and to highlight key ideas. After everyone has read, ask people to respond to the reading in pairs or triads.

### A Change of Heart

Here are some nagging questions: What makes people change? Why don't people change? What makes change so hard? What makes change efforts fail? What role does leadership play in motivating people toward change? Let's start off by considering this story:

A business leader named Jon became convinced that his company could save a great deal of money if it could cut down on problems with the way they purchased supplies. Top-level management knew about the issues but had remained apathetic toward making any real changes.



So Jon decided to think outside the box. He asked one of the summer interns to do a study for him regarding how much the company was paying for the different gloves used in their many factories. The student discovered that 424 different kinds of gloves were being ordered and that there was a significant variation in the prices that were being paid. The same glove might cost \$5 at one factory and \$17 at another.

Now, rather than putting together a PowerPoint presentation to top management or a slick 25-page report on his findings, Jon decided to go one step further. Here's what happened next:

*The student was able to collect a sample of every one of the 424 gloves. She tagged each one with the price on it and the factory it was used in. Then she sorted the bags by division in the firm and type of glove.*

*We gathered them all up and put them in our boardroom one day. Then we invited all the division presidents to come visit the room. What they saw was a large, expensive table, normally clean or with a few papers, now stacked high with gloves. Each of our executives stared at this display for a minute. Then each said something like, "We buy all these different kinds of gloves?" Well, as a matter of fact, yes we do. "Really?" Yes, really. Then they walked around the table. Most, I think, were looking for the gloves that their factories were using. They could see the prices. They looked at two gloves that seemed exactly alike, yet one was marked \$3.22 and the other \$10.55.*

*It's a rare event when these people don't have anything to say. But that day, they just stood with their mouths gaping...As a result, we given a mandate for change. People would say, "We must act now," which of course we did, and saved a great deal of money that be could be used in much more sensible ways. Even today, people still talk about the glove story.  
(The Heart of Change, 29-30)*

So, we might ask, "What caused the top management in this story to get motivated for change?" It is because they became emotionally invested. They got hot under the collar. They were agitated. Something had to be done! Discussions about cost-saving measures took on a whole new meaning because the problem was tangible; it was right in front of their faces and it related to their own divisions and people. The glove presentation generated a visceral, gut-level response that no amount of talking or number-crunching presentations would have ever tapped into.

What does this story teach us about change? Plenty. But let's focus on a few important and transferable principles. John Kotter argues in his book *Leading Change* that creating a sense of urgency was the first step in a successful change process. Before the gloves were placed in the boardroom



there was very little sense of urgency. Instead, there was complacency and apathy.

So, if we want to see people change their behavior, we must first go after their hearts. In other words, the heart is the key to increasing any meaningful sense of urgency. Motivation is a heart issue. Apathy is a heart issue. Distraction is a heart issue. Disinterest is a heart issue. If we do not touch people's hearts all the talk of change will fall on deaf ears.

Consider this second story from Kotter's book, "The Heart of Change." One night, a businessman named Tim was having dinner with one of his company's largest customers. During their discussion, the man told him about a recent experience he had had with Tim's company. Apparently, a custom-built item had been shipped to this customer without some of the features that he had requested. He told Tim that he proceeded to make the alterations to his made-to-order item himself.

When Tim probed further the customer indicated that the employees who took his order never really seemed to listen and that his custom requests had not been filled properly on many previous occasions. Frustrated with what he was hearing, Tim had a moment of insight:

*It occurred to me that probably only a few of our people had ever heard from this man directly, and even they may have never seen him as frustrated as he was over that dinner. So I asked him if I could send one of our staff around the next day with a video camera to record what he was saying. I'm sure he was taken aback, but I told him I was serious and that I thought this could help us both.*

*A few of my people went to see him the next day with a videocam. They asked him to be totally candid, to hold nothing back...with a little editing, the video came out to be fifteen minutes.*

*Back at the plant, we put about fifty people in a meeting room. Someone turned on the TV, and there was the unhappy customer.*

*Their response was fascinating. Most people seem to have been genuinely surprised. They hadn't spent much time with customers and they had probably never heard this type of strong, negative feedback. I suspect a few people wondered whether this was an odd case, but their eyes were glued to the TV. A few mouths actually dropped open...After the video, we had a discussion of how to fix the problems and keep them fixed so we would have a satisfied customer.*

(The Heart of Change, 18-19)



In this case, the videotape acted much like the gloves did in the previous case study. It got a reaction. It tapped into emotion. Some were defensive, while others were intrigued. But one thing is for sure they had a much more productive problem-solving session that day than usual. The sense of urgency was palpable in the room. There was almost a sense of, “We’ve created this problem and we’ve got to fix it!”

What Kotter discovered when he did research for his sequel to *Leading Change* was that effective leaders help people see and feel the need for a transformation. The gloves and the video helped people “see” the issue. Once people can see, they are much more likely to feel. So, there’s a natural progression from the eyes to the heart, and from the heart to the desire to change.

Here’s a final comment on increasing urgency. As a leader of change, you must be careful that your efforts to increase urgency don’t create a spiraling despondency in your people. There is a subtle difference between “Woe is me” and “Whoa, wait a minute, I’ve got to do something!” People must face harsh reality, but as leaders we must be careful not to crush their spirits. Help people see and feel what the better day is going to be like. Speak into people’s pessimism by offering a determined hopefulness that change is well worth the sacrifices and the cost.

## Discussion Questions:

1. Which three ideas from “A Change of Heart” stood out to you and why?
2. Describe a time when a change process lacked a sense of urgency.
3. Have you ever experienced something like the “gloves” or “video” case studies?
4. What principles from the article are you most challenged by and why?



15  
minutes

### **Learning Activity: A Biblical Sense of Urgency**

**Facilitator Instructions:** In groups of two or three, give everyone 7-10 minutes to brainstorm biblical examples of urgency being raised by a leader. Ask: “Think about Jesus with the disciples, great leaders from the Old Testament, the apostles, and situations in the early church. Where was a sense of urgency cultivated by a biblical leader and in what way?”

Biblical Leader

How a Sense of Urgency Was Raised

20-30  
minutes

### **Learning Activity: Increasing Urgency**

**Facilitator Instructions:** Have people work alone on this activity unless it makes sense for it to be a whole group brainstorming session. Take time to reflect and brainstorm ways that you could increase urgency in others. If the exercise is done privately, pair up for a time of sharing after you have completed the worksheet.

1. What issues, problems, or challenges do you wish people were more committed to? In other words, what needs to change and why?
2. Is there something already out there like the gloves or the unhappy customer that you could use to get your point across?
3. What are some possible ways that you could help people begin to see and feel about this change? What are your “gloves?”



4. Who could help you brainstorm other creative ways to talk about the need for a change?
  
5. What part of creating urgency will be difficult for you and why?
  
6. What steps can you take in the next 30 days to increase urgency with those that you have influence with?

5  
minutes

## Homework and Wrap-Up

**Facilitator Instructions:** Close out the session by highlighting the homework assignment.

### Homework Assignment:

1. In the next 30 days, coordinate with your church to pay at least one unchurched, non-believer per week to visit your church and complete a visitor survey. Following the Book Review Questions you will find both an outline of how to approach recruiting the visitors as well as the Visitor Survey to be distributed. Come to the next learning community meeting prepared to discuss the highlights and findings of your surveys.
  
2. Read *Winning On Purpose* by John Kaiser and come prepared to discuss the Book Review questions.



# *Book Review Questions*

***Winning on Purpose* by John Kaiser**

1. What do you specifically like about the Accountable Leadership strategy?

2. What concerns do you have about the strategy?

3. What does your church need to do to become more clear about the “Object of the Game”(Ch. 4)?

4. What does your church need to do to become more clear about the “Rules of the Game”?

5. What would more effective accountability look like in your setting?



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6. From Part 3 of the book, what needs to happen for your church to be more clear on:

- The role of the congregation in “playing ministry”?

- The role of the pastor in “playing leader”?

- The role of the board to “play Umpire, Cheerleader, Scorekeeper, and Commissioner”?

7. What steps do you need to take to implement the ideas advocated in Chapter 13 about scheduling, planning, and implementation? What is your time frame for implementing these ideas?

8. What are the three most important insights you have gained from this book that you want to implement?



## Pay Someone to Critique Your Church

Handpick the person you want to participate in this survey. Find someone you or someone else in your group (or church) has a relationship with. It could be a waitress, a bartender, a coffee barista, a schoolmate, a co-worker, etc. Then have some fun when you issue the invitation. You can open with something like this:

*Hey Debbie. I'm involved with a group of people who are trying to figure out why folks don't like church and why they tend to avoid Christians. We're tired of discussing it among ourselves, so we decided to get feedback from some people we like who don't regularly attend church. I was wondering if you'd be willing to do a survey for me. By the way, do you go to church regularly? [In this context, "regularly" means about once a month. If they say they do attend that often, ask where and say, "Wow, great!" Thank them and ask if they know someone who doesn't attend church. About 90 percent of the time, the first person you approach will meet the requirement.]*

*You don't attend regularly? Okay. I'd like you to come to our church (or Bible-study group or spiritual-support group) one time and tell us what your experience there is like. You'll have to attend a church service (or a group meeting) and fill out a survey. It'll take about an hour, but you don't have to participate or anything. All we ask is that you observe what's going on and then answer several written questions. We'll pay you twenty-five dollars for your help! Your insights are valuable to us, so it's worth it.*

If the person says he doesn't care about the money, just say, "No, we really feel better about this if we can pay for your time." If he continues to push it, tell him, "We'll work it out." (Experience in this area says that a person will never refuse the money or a twenty-five dollar gift certificate on site.)

Assure him that this isn't a bait-and-switch deal in which someone will call or visit his home afterward without his permission. Tell him that you or one of your friends will sit with him during the service (or meeting) to answer any questions or explain anything he may be wondering about.

It's important that he feel you really want the information and aren't just setting him up. Be sure that you personally meet him at church and sit with him. Give him the survey at church, not before. Don't draw attention to him – "Hey, this is the guy we've hired to do that survey from a non-Christian's perspective!"

When the service (or meeting) is over, take his filled-out survey and give him a handwritten thank-you card with cash or a gift card inside. (Don't give him a check. Instant gratification is better!) Tell the person you'll touch base with him later that week- wherever you normally see the person. Then send the person on his way. You will pleasantly surprise the person by not pressuring him in any way.

### Follow-Up

Read the survey responses and glean one or two insights. Share those insights with your church or small group. Ask fellow church members (or group members) to ask other unchurched persons if that information fits their perceptions as well.

Check back with your survey buddy about a week later to ask him or her about any "after" feelings. Stay connected with the person and use this experience as an on-ramp into his or her life.

## Visitor Survey

**Thanks for taking time to help us.** We've asked you to give us your feedback because you don't attend our church regularly. While we appreciate positive feedback, we are primarily looking for constructive criticism. We want to see our church through your eyes. Please answer the following questions:

1. What were your very first impressions- how did you feel coming into "our space"? Nothing is too trivial to mention.

2. What is the name of the first person who introduced him or herself to you today? Did you know this person before you came here?

3. Was the building easy to find? How about our signs?  
What would you do differently?

4. As you sit and observe us, do we seem sincere? Forced? Fake? Why

5. What do you think about our rituals (we call it a liturgy or a program)?

6. Are you able to understand why we do what we do? What do you think we're trying to do with our approach to "doing church"?

7. If applicable, write down the feelings you had watching people sing.

8. What was the speaker trying to get across in his or her talk?

## Visitor Survey (continued)

9. On a scale of one to ten, with ten meaning “off the charts” and one meaning “boring”, how would you rank the following:

Singing \_\_\_\_\_

Preaching or speaking \_\_\_\_\_

Prayer and Scripture reading \_\_\_\_\_

Reciting creeds or other material in unison \_\_\_\_\_

Please explain your rankings:

10. What do you think we’re trying to accomplish in this meeting?

11. Check out our church program/ bulletin. If the program asks visitors to give their name and other information, how did you feel about that request?

12. If you were in charge of running this church, what are three things you would change right away? (Please be candid.)

1.

2.

3.

13. Tell us anything else we may have forgotten to ask about, but you think would be good for us to think about.



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# *LC Evaluation:*

**Date:**

**Location:**

**Questions:**

1. What did you like most about the homework from the last Learning Community?

2. What did you like least about the homework from the last Learning Community?

3. How could we improve today's Learning Community experience?

4. How can we give you additional support for developing leadership skills in your own life and helping your church turn outward?



# Me and the Harvest

1. How committed have I been to praying for people who need Jesus?
2. What have I done in the past month to help someone move closer to Christ?
3. What changes do I need to make in the next month to find time to be more outreach focused?
4. How did I keep the fire burning for outreach in our church this past month?
5. What have I learned about the community needs in this past month that our church could be poised to meet?
6. What's the most important outreach oriented action step I can take in this next month?