

## A Typology of Congregational Health

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### Healthy Congregations...

- I. *Teaching/Modeling Congregations*
  - A. Description: Distant congregation with cutting edge ministries
  - B. Need: Opportunities to broaden their health and share learnings
  - C. Intervention: Helping the congregation to leverage their strengths
- II. *Leadership Congregations*
  - A. Description: Engaged congregation with spiritually mature members
  - B. Need: Opportunities for members to be involved in wider family
  - C. Intervention: Mission trips, volunteer opportunities, task force recruitment
- III. *Networking Congregations*
  - A. Description: Involved congregation capitalizing on multiple networks
  - B. Need: Opportunities for the leaders to learn from other competent leaders
  - C. Intervention: Opportunities to build lasting relationships with leaders

### Intentional Congregations...

- IV. *Transforming Congregations*
  - A. Description: Changing congregation implementing a strategic plan
  - B. Need: Encouragement to take the steps toward renewal
  - C. Intervention: Coaching assistance for pastors and leaders
- V. *Learning Congregations*
  - A. Description: Growing congregation seeking to understand environment
  - B. Need: Education about postmodernism, generations, renewal, change
  - C. Intervention: Continuing education, seminars, group training events
- VI. *Stalled Congregations*
  - A. Description: Established congregation on the verge of decline
  - B. Need: A new vision for their current day
  - C. Intervention: Envisioning retreat

### Fragile Congregations...

- VII. *Technical Congregations*
  - A. Description: Congregation aware of decline and focused on quick fixes
  - B. Need: Quick fix, program, solutions to well-defined problems
  - C. Intervention: Solutions to their technical problems until they desire more
- VIII. *Isolated Congregations*
  - A. Description: Congregations separated from the current environment
  - B. Need: To better understand their history and the context around them
  - C. Intervention: Intentional interim or pastor focused on pastoral care
- IX. *Distracted Congregations*
  - A. Description: Abused congregations often in conflict
  - B. Need: Mediation or someone to listen to their stories of hurt and pain
  - C. Intervention: Mediation or facilitation as requested and appropriate.
- X. *New Congregations*
  - A. Description: Planted less than five years ago
  - B. Need: Linkages to congregations less than twenty years old.

### **Resources for Teaching Congregations...**

- Buckingham, Marcus. *Now, Discover Your Strengths*. New York: The Free Press, 2001.
- Cahalan, Kathleen A. *Projects That Matter: Successful Planning and Evaluation for Religious Organizations*. Bethesda, MD: Alban Institute, 2003.
- Woolever, Cynthia and Bruce, Deborah. *Place of Promise; Finding Strength in Your Congregation's Location*. Louisville: Westminster-John Knox Press, 2008.

### **Resources for Leadership Congregations...**

- Goleman, Daniel. *Primal Leadership, Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002.
- Marcuson, Margaret. *Leaders Who Last; Sustaining Yourself and Your Ministry*. New York: Seabury Books, 2009.
- McNeal, Reggie. *Revolution in Leadership, Training Apostles for Tomorrow's Church*. Nashville: Abingdon Press, 1998.
- Roxburgh, Alan J. & Romanuk, Fred. *The Missional Leader: Equipping Your Church to Reach a Changing World*. San Francisco: Jossey Bass, 2006.

### **Resources for Networking Congregations...**

- Huczso, Gregory. *Tools for Team Leadership*. Mountain View, CA: Davies-Black Publishing, 2004.
- Senge, Peter M. *The Fifth Discipline: the Art & Practice of the Learning Organization*. New York: Doubleday, 1990.
- Wenger, Etienne; McDermott, Richard; and Snyder, William. *Cultivating Communities of Practice, A Guide to Managing Knowledge*. Boston: Harvard Business School Press, 2002.
- Wheelan, Susan. *Creating Effective Teams*. Thousand Oaks, CA: Sage Publications, 1999.

### **Transitional Resources for Congregations Needing to Claim Health...**

- Ammerman, Nancy Tatom. *Congregation & Community*. New Brunswick, New Jersey: Rutgers University Press, 1997.
- Bass, Dorothy & Dykstra, Craig. *For Life Abundant; Practical Theology, Theological Education, and Christian Ministry*. Grand Rapids: William B. Eerdmans, 2008.
- Thumma, Scott & Travis, Dave. *Beyond Megachurch Myths; What We Can Learn from America's Largest Churches*. San Francisco, CA: Jossey-Bass, 2007.

### **Resources for Transforming Congregations...**

- Gladwell, Malcolm. *The Tipping Point, How Little Things Can Make a Big Difference*. Boston: Little, Brown and Company, 2000.
- Heifitz, Ronald; Daloz Parks, Sharon. *Leadership Can Be Taught: A Bold Approach for a Complex World*. Boston: Harvard Business School Press, 2008.
- Rendle, Gilbert. *Leading Change in the Congregation*. Bethesda, MD: Alban Institute, 1998.
- Zeus, Perry & Skiggington, Suzanne. *The Complete Guide to Coaching at Work*. New York: McGraw Hill, 2001.

### **Resources specifically for Regions/Judicatories...**

- Carroll, Jackson. *Mainline to the Future, Congregations for the 21<sup>st</sup> Century*. Louisville: Westminster, John Knox Press, 2000.
- Lencioni, Patrick. *Silos, Politics and Turf Wars*. San Francisco: Jossey-Bass, 2006.
- Oden, Thomas. *Turning Around the Mainline*. Baker Books, 2006.
- Payne, Claude E. and Beazley, Hamilton. *Reclaiming the Great Commission, a Practical Model for Transforming Denominations and Congregations*. San Francisco: Jossey-Bass, 2000.
- Van Gelder, Craig. *The Missional Church & Denominations; Helping Congregations Develop a Missional Identity*. Grand Rapids, MI; Eerdmans, 2008.

### **Sample Transformational Processes...**

- Bandy, Thomas. *Moving off the Map, A Field Guide the Changing the Congregation*. Nashville: Abindgdon, 1988.
- Herrington, Jim, Bonem, Mike, and Furr, James. *Leading Congregational Change*. San Francisco: Jossey-Bass, 2000.
- Kotter, John. *Leading Change*. Boston: Harvard Business School Press, 1996.
- Ludema, James. *The Appreciative Inquiry Summit: A Practitioner's Guide for Leading Large-Group Change*. San Francisco: Berrett-Koehler Publishers, 2003.
- Matejka, Ken and Murphy, Al. *Making Change Happen on time, on target, on budget* Mountain View, CA: Davies-Black Publishing, 2005.
- Robinson, Anthony. *Changing the Conversation*. Grand Rapids, MI: Eerdmans, 2008.
- Snow, Luther K. *The Power of Asset Mapping*. The Alban Institute, 2004.
- Southern, Richard and Norton, Robert. *Cracking Your Congregation's Code*. San Francisco: Jossey-Bass, 2001.
- Strommen, Merton P. *The Innovative Church: Seven Steps to Positive Change in Your Congregation*. Minneapolis: Augsburg, 1997.
- Weisbord, Marvin R. & Janoff, Sandra. *Future Search, An Action Guide to Finding Common Ground in Organizations and Communities*. San Francisco: Berrett-Koehler Publishers, 1995.

### **Resources for Understanding the Missional Church...**

- Bass, Diana Butler. *Christianity for the Rest of Us; How the Neighborhood Church is Transforming the Faith*. San Francisco, CA: Harper, 2006.
- Collins, Jim. *Good to Great*. Harper Collins, 2001.
- Guder, Darrell. *Missional Church*. Grand Rapids: Eerdmans, 1998.
- Miller, Donald. *Reinventing American Protestantism: Christianity in the new millenium*. Berkeley: University of California Press, 1997.
- Woods, C. Jeff. *New Tasks for the New Congregation*. Suggests five tasks for congregational focus based upon 10 years of Lilly funded research. Downloadable from <http://www.resourcingchristianity.org/>.

### **In order to move into the intentional phase, a congregation must have the following in place...**

- Congregational approval to embark upon a journey of renewal
- An established envisioning group representative of the diversity of the congregation, but with no single-issue people involved
- An understanding of the urgency of the situation
- An identification of the risks involved
- An abiding hope in the Lord

### **Transitional Resources for Congregations needing to embrace transformation...**

- Branson, Mark. *Memories, Hopes, and Conversations: Appreciative Inquiry and Congregational Change*, Bethesda, MD: The Alban Institute, 2004.
- McLaren, Brian. *Everything Must Change; Jesus, Global Crisis, and Revolution of Hope*. Nashville, TN: Thomas Nelson Publishers, 2007.
- Peck, M. Scott. *The Road Less Traveled*. New York: Simon & Schuster, 1978.
- Woolever, Cynthia and Bruce, Deborah. *Field Guide to US Congregations*. Louisville: Westminster-John Knox Press, 2002.

### **Resources for Technical Congregations...**

- Heifitz, Ronald, Grashow, Alexander, & Linsky, Marty. *The Practice of Adaptive Leadership*. Boston: Harvard University Press, 2009.
- Woolever, Cynthia and Bruce, Deborah. *Beyond the Ordinary: 10 Strengths of U.S. Congregations*. Louisville: Westminster-John Knox Press, 2004.
- Schwartz, Peter. *The Art of the Long View, Planning for the Future in an Uncertain World*. New York: Doubleday, 1996.
- Brand, Stewart. *The Clock of the Long Now, Time and Responsibility, the Ideas behind the World's Slowest Computer*. New York: Basic Books, 1999.

### **Resources for Isolated Congregations...**

- Ammerman, Nancy; Carroll, Jackson; Dudley, Carl; and McKinney, William. *Studying Congregations*. Nashville: Abingdon, 1998.
- Emerson, Michael and Smith, Christian. *Divided By Faith, Evangelical Religion and the Problem of Race in America*. Oxford: Oxford University Press, 2000.
- Hobgood, Chris. *Welcoming Resistance*. Bethesda, MD: The Alban Institute, 2001.
- Rendle, Gil. *The Multigenerational Congregation*. Bethesda, MD: The Alban Institute, 2002.
- Thomas, Roosevelt. *Building a House for Diversity*. New York: American Management Association, 1999.

### **Resources for Distracted Congregations...**

- Covey, Stephen. *The Speed of Trust*. New York, NY: Free Press, 2006.
- Edgell, Penny Baker. *Congregations in Conflict, Cultural Models of Local Religious Life*. Cambridge, UK: Cambridge University Press, 1999.
- Jones, Kirk. *Rest in the Storm*. Valley Forge: Judson Press, 2001.
- Jones, Paul. *Worlds Within a Congregation; Dealing with Theological Diversity*. Nashville: Abingdon Press, 2000.
- Law, Eric. *The Wolf Shall Dwell with the Lamb: A Spirituality for Leadership in a Multicultural Community*. St. Louis MO: Chalice Press. 131 pp.
- Martin, Roger. *The Opposable Mind*. Boston: Harvard Business School Press, 2007.

### **Resources for New Congregations...**

- Bass, Dorothy & Dykstra, Craig. *For Life Abundant; Practical Theology, Theological Education, and Christian Ministry*. Grand Rapids: William B. Eerdmans, 2008.
- Russell, Keith. *In Search of the Church*. Bethesda, MD: The Alban Institute, 1994.
- Ammerman, Nancy Tatom. *Congregation & Community*. New Brunswick, New Jersey: Rutgers University Press, 1997.
- Bonhoffer, Dietrich. *Life Together*. San Francisco: Harper & Row Publishers, 1954.