

There are Two Kinds of Congregations

Declining

People are committed to the congregation

Managing Committees

People hold elected offices

Making decisions

Focus on membership

Serving in the congregation

Preoccupied with budget

Doing church work

Surveying internal needs (Who are the stakeholders? Congregation members – inward looking)

Important to know everyone

Loyal to one another

Perpetuating a history/tradition

Thriving

People are committed to Jesus Christ

Deploying Missionaries

People do hands-on ministry

Making disciples

Focus on faith journey, growing in faith

Serving in the world

Preoccupied with people

Finding peace and wholeness

Sensitizing themselves to community needs (Who are the stakeholders? Community members – outward looking)

Eager for everyone to know personal, loving God

Loyal to Jesus, passionate to reach the unchurched

Visioning a future

Comparison of Maintenance and Missionary Models

Element	Maintenance Model <i>Declining</i>	Missionary Model <i>Thriving</i>
Goals	<p>Ministering to church members; maintaining and improving the church as an institution</p> <p>Maintenance of the status quo, with some improvement</p>	<p>Developing effective structures <i>in order to</i> build community and further mission – making disciples; living in miraculous expectation; glorious transformation of lives</p> <p>Making disciples who disciple others; spiritual development of disciples; seek transformation</p>
Primary Focus	Church members	Community (disciples) and mission (unchurched and dechurched); all parts of the ministry have a focus on engaging people who are outside the fellowship
External Focus	Weak or none	Making disciples of the unchurched; spiritual development of seekers
Internal Focus	Church members; issues of the time that are sometimes divisive; the congregation as an association of individuals; Congregation’s focus implicit or vague	Discipleship, community, spiritual development; Congregation’s focus explicit and clear
Basic Denominational Unit	Congregation	Denomination as one church composed of all its congregations
Congregational Identity	Each congregation as separate from others in the judicatory (the larger church body, ie. synod); isolated and sometimes in competition with each other	Each congregation as a missionary outpost of the one church; networked to other congregations; cooperative with them and synergistic
Role of the miraculous	Miraculous sometimes experienced but not expected or anticipated	Miraculous expected, experienced, shared, and anticipated
Expectation of personal transformation	Occasional at best	Glorious transformation expected, experienced, shared, and anticipated
Membership	Largely restricted to “as is,” although not by design	Comprehensive and inclusive, differences welcomed openly; the faithful understand themselves to be disciples as contrasted to members

Element	Maintenance Model <i>Declining</i>	Missionary Model <i>Thriving</i>
Discovery	Confirmation or inquirer's classes, with varying content	Opportunities to go deeper; clear content that leads to deeper relationship between those apart from faith community to be in relationship with Christ and follow him
Language	Extensive use of Christian jargon (that is, phrases that are confusing or meaningless to the unchurched despite their powerful effect on the church, eg. narthex!	Language that is meaningful and familiar to the unchurched Christian jargon is nonexistent, limited to educational contexts and not emphasized
Relevance	Requires the individual parishioner to dig it out	Church and faith made relevant to everyday life of disciples and unchurched through sermons, Christian education, small groups, and all other activities of the missionary outpost
Wrestling with the faith, doubt, questions	Discouraged	Accepted, encouraged, sought! Christianity "caught more than taught"
Sermons	Not as important as other factors; not necessarily relevant to daily life; not necessarily powerful; aimed primarily at church members	Crucial; powerful; directly relevant to joys and struggles of daily life; inspiring; useful to visitors, newcomers, unchurched, and disciples (note, this group is last in the list)
Signage	Inadequate signage so that visitors are easily lost or intimidated while finding their way around	Clear signs/maps that welcome visitors and newcomers and point the way to all possible opportunities on the property; large signs that provide worship times; designated parking for visitors
Biblical studies	Some Bible study	Biblical teaching; regular Sunday Bible study; weekday study at variety of times; special Bible studies (topical) of varying lengths
Prayer	Important, but usually limited opportunities for participation in prayer with others	Emphasis on prayer and praying, especially with and for others; many opportunities to pray or be prayed for (prayer meetings, prayer teams, events, retreats, ministries, chains, groups, walks, etc); including silent prayer; almost never read, but "from the heart"
Small groups	Some, but not emphasized	Emphasis placed on small groups through which to experience community, fellowship, and faith; many small groups that attract visitors and involve newcomers

Element	Maintenance Model <i>Declining</i>	Missionary Model <i>Thriving</i>
Welcome to visitors	Cold to warm reception	Enthusiastic reception!!!; mentors and guides available; special packets offered to visitors; follow-up is seen as crucial and significant; personal connections made – lay driven
Lay ministries	Some lay ministers involving a few members; focused primarily on members and congregational maintenance	Many, varied; based on the needs of unchurched and disciples; ministries are lay-driven, organized and led; involve vast majority of congregation
Primary role of the laity	Churchgoers	Apostles: disciples making disciples
Other roles of the laity	Volunteers	Living examples of the power of the Christian life; service to others through lay ministries; providers of pastoral care; communicators of the missionary vision
Lay responsibility for evangelism	Very little; most responsibility rests with clergy	Primary responsibility for evangelism rests with laity; passionate about the unchurched
Pastoral duties of the laity	Limited	Extensive
Training of laity	Little or none	Extensive and comprehensive training and educational program to prepare the laity for lay ministries, pastoral duties, and evangelism
Testimony	Largely nonexistent	Frequent sharing of faith stories and what God has done in their lives
Christian education	Design programs to inform and challenge congregations and serve church members; Goals: encouragement and knowledge	Design programs to inform and empower congregations to achieve vision; programs serve disciples and the unchurched Goals: discipleship; teach what evangelism is and how to accomplish it; stress spiritual formation; teach the basics as well as the richness of the Christian faith; make Christianity relevant to everyday life
Youth ministry	Youth viewed as church of tomorrow; form youth groups	Youth viewed as church of today; make disciples; train youth for evangelism; train and use youth ministers

Congregational growth	Hoped for; lip service only; indifferent; growth actually feared or resisted	Committed to growth / passionate about making disciples and reaching unchurched; overcomes obstacles to growth
Element	Maintenance Model <i>Declining</i>	Missionary Model <i>Thriving</i>
Primary role of clergy	Pastor	Equipper, missionary, teacher, evangelist, leader, vision communicator, develops a pastoring system
Outward focus of clergy	Little or none	Disciples making disciples
Inward focus of clergy	The congregation as an association of individuals; ministering to congregation members; concerned with internal issues, some of which are divisive; maintaining or improving the church; avoid chaos, create “happy place” for members	The congregation as a community of miraculous expectation and personal transformation, part of the one church of the denomination; developing effective structures to build community and further mission
Clergy leadership style	Hierarchical; loyalty expected	Servant-leader; participatory; trust-driven; loyalty earned
Clergy communication style	Top-down; dictate; lecture; little feedback is sought	Two-way; listen; teach; feedback actively sought
Clergy responsibility for evangelism	Primary responsibility	Primary responsibility for evangelism rests with laity; pastor provides training, support, encouragement, and resources to the lay apostolate; passionate about reaching the unchurched
Music in worship service	Quality not a top priority; traditional music only with rare exceptions	High-quality music (style not proscribed – may be traditional, contemporary, or blended as needs dictate)
Clergy Accountability	Loyalty to denomination; create “happy place” for members	Loyalty to the vision God has implanted; accountability for meeting clear objectives based on the vision of the ministry
Committees and other appointments	Reward active, visible members with appointments, regardless of their skills, community leadership roles, or needs of the congregation	Seek leaders who endorse the vision, are themselves visionary and talented, and who are leaders in their communities
Budgeting and finance	Develop a budget based on the previous year’s income and expenses	Analyze the allocation of financial resources; reallocate resources to support the vision; maximize return in accordance with the vision

Planning	Top-down, with minimal lay input; usually programmatic or maintenance oriented; few if any strategies or tactics	Solicit input from those to be served (the unchurched!); critique/evaluate the present system on the basis of vision; re-create the system, as necessary; establish goals, strategies, tactics as needed to achieve the vision
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