



**CONVERGE**  
GREAT LAKES

# **OPERATION: MOBILIZATION**

This manual outlines the recommended Church Mobilization Process  
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# Purpose Statement

The Converge Great Lakes (CGL) mobilization effort seeks to guide churches through a reproducible process that gives rise to more and better followers of Christ, invigorated leaders, growing cross-cultural ministries and thriving new churches.

## INTRODUCTION

There are four overall phases to this process:

- I. **Pre-Assessment of the Pastor and Governing Board**
- II. **Time Expectations**
- III. **Retool Kit: Six retreats over up to a two year period**
- IV. **Implementation of New Vision**

**Phase I** will determine if both the pastor and the church board are ready for mobilization.

**Phase II** will articulate expectations and the cost of the Retool Kit process. It will also indicate where the church falls on the Organizational Life Cycle model presented by the District Executive Leadership Team [DELT].

**Phase III** will utilize the Retool Kit which is divided into six retreats:

- ◆ Retreats 1-2: Focus on relational and spiritual vitality
- ◆ Retreats 3-6: Focus on discovering vision and structural transformation

A coach, along with church leaders, will look at critical components that need to take place for mobilization to occur.

**Phase IV** takes place once the Toolkit is finished and the Implementation process begins. In this phase, the District Leadership will support the church as the congregation and church leadership implement what they embraced during the two-year Toolkit process.

## PHASE I

### PRE-ASSESSMENT PROCESS

1. Readiness of the pastor to lead the church through a mobilization process.
2. Readiness of the lay leadership/governing board to enter into a mobilization process.
  - A. In the initial phase of this process, the LEAD Team will help assess the pastor's readiness to go through the process. The Head Coach will distribute questions to the LEAD Team for use with the Senior Pastor. The discussion will reveal if he is at a place in his life and ministry to lead the church through mobilization.
  - B. Assessment Areas for the Senior Pastor:
    - 1) Is the Senior Pastor experiencing spiritual vitality and personally ready to help lead the mobilization process, in terms of his own spiritual vitality and renewal, his long-term commitment to the ministry, and in relational credibility with the congregation?
    - 2) Will the Pastor be staying long term with the church?
    - 3) Does he have a good, credible relationship with the congregation?

C. Assessment Areas for the District Executive Leadership Team to consider regarding the Church Leadership and congregation:

- 1) Does the Church Leadership have a high level of trust in the pastor?
- 2) Is there good communication between the lay leadership and the pastor?
- 3) Are they functioning as a team?
- 4) Is conflict is being managed well?
- 5) Is the church on a growth, plateau, or decline pattern?

D. Details to the process

- 1) After the Pastor is assessed, someone from the District Executive Team will perform the church leadership assessment (i.e. not the potential mobilization coach.)
- 2) This pre-assessment process, when properly done, should be performed in one meeting. One tool used effectively to determine readiness is the "Five Dysfunctions of a Team." This material will help core leaders to determine where they are relationally and how they can better function as a team.
- 3) Upon the completion of the assessment process, the Executive Leadership Team of the district will make recommendations about the next steps for the church mobilization process.

## **PHASE II**

### **EXPECTATIONS AND COMMITMENT**

By this point, it has been determined that the church and pastor are ready for the Retool Kit process. This assumes that the DELT has recommended this as the best option for the church. If this is not the best option at this time, other options will be explored, discussed and decided upon by the Church Leadership and the District Executive Leadership Team.

During this phase, the next meeting with the church will be in a discussion format. This meeting will be with the entire church leadership team. This will help establish where the church is, in terms of the organizational life cycle, and include some type of internal assessment exercise.

1. This meeting should be facilitated by the Executive Leadership of the district.
  - A. This would include a detailed description of the entire process and the description of how to conduct both the congregational and community assessment aspect of the next phase.
  - B. It will also include an introduction to the coach. (See Appendix for qualifications.)
2. The governing church board will talk with the coach about the roles of the pastor and the board as a team, including ownership, time issues and expectations of the mobilization process.
3. The church must understand that the process will require honest, God-honoring dialogue. It is possible that that some hard decisions may have to be made as the process unfolds.
4. A church's willingness to financially underwrite the cost of the process will contribute to determining whether they are ready to embark on this process.
  - A. Coach's Fees:
    - ◆ Basic expenses such as, housing, meals and the coach's fee will be charged to the church, plus expenses.
    - ◆ Coaches should receive a minimum honorarium of \$250 by the church per session (6 sessions total).

- ◆ Should be paid at the end of each retreat, plus expenses, mileage based on IRS rate.
- ◆ Coaches who are not paid will report this to the DEM for further action.
- ◆ Coaches will communicate to DEM how much they are paid.

B. Other affiliated costs

- ◆ Church buys Retool Kit materials: generally about \$52 per person, pastor kit \$78
- ◆ The church will participate in a community assessment through [www.percept.org](http://www.percept.org) (Approx. \$315).
- ◆ Natural Church Development (NCD) Survey (Approx. \$245) available through Church Smart Resources <http://www.churchsmart.com/SearchResults.asp?Cat=30>
- ◆ Other miscellaneous – Other common costs are involved and an updated list can be obtained from the DELT involved.

C. District provides:

- ◆ If the church completes the full two-year process, the District will reimburse the church 20% of their coach's costs.
- ◆ All training and related costs related to certification and recertification of coaches
- ◆ District will cover mileage for mobilization coaches District training events at the IRS volunteer rate.
- ◆ Some costs may be shared with Converge Worldwide, depending on the training available.
- ◆ Coaching Quick start training will be utilized and usually includes an overnight hotel stay. (Approx. \$70/coach).

D. Converge Worldwide Provides:

- ◆ Training onsite in the District.

5. All costs for training, coaching, and supervising the CGL Mobilization coaches will be paid by Converge Great Lakes.

## **PHASE III**

### **RETOOL KIT PROCESS**

The process is presented in the *Retool Kit* book by Gary Harrison and Ray Swatkowski.

1. It is up to a two-year commitment by the church.
2. Typically, one coach will walk the church through two segments (see introduction of this document) of the mobilization process. An evaluation will be done after retreats one and two to determine whether the church is ready to move into the visional and structural aspects of the process.
3. The pastor needs to have a visible role throughout the mobilization process. Not only should he lead the devotionals during each retreat, but the coach will look for areas that the pastor can participate in during the training. The mobilization leadership team will recommend these areas so that the process is consistent from church to church.

## **PHASE IV**

### **IMPLEMENTATION PROCESS**

1. Implementation will occur once the Retool Kit process is complete.

2. After the training is complete, the church will host a celebration dinner that will include stories of life change. "This will be the time when the coaching relationship dissipates and the relationship with a member of the District Leadership Team increases."
3. Every six months for two years, the District leadership will conduct a checkup meeting with the church to assess their progress.
4. The District leader will also be available to the pastor to help him lead the implementation process.
5. The creation of a "peer team coaching model" will be explored in this stage. Initially this will be a challenge due to the lack of participants and possible distance between the churches. However, as more churches participate in the mobilization process, this will be implemented.
6. The coach will be available to the District leadership to provide counsel and help.

## **APPENDIX**

### **COACH'S SELECTION AND TRAINING**

The District will work hard to select excellent leaders and provide quality training for mobilization coaches.

#### **QUALIFICATIONS OF A COACH**

- ◆ Part of a LEAD team, highly recommended
- ◆ LEAD team recommendation, possibly from the LEAD team coach
- ◆ Simple application with three letters of recommendation (esp. church board); narrative approach
- ◆ Trained in all three components (renewal, strategic revitalization, implementation)
- ◆ Trained in all phases of the Retool Kit
- ◆ Experience in mobilization – track record in own ministry – team builder
- ◆ Approval of own church board
- ◆ Spiritual gifts administered – spiritually mature, discernment, leadership,
- ◆ Strong people skills: Myers-Briggs assessment helpful; humility, self-assured, but low ego needs (emotional balance)
- ◆ Is willing to have own church go through the process
- ◆ An ability to devote an agreed-upon amount of time to the church that the coach is working with in the area of mobilization.

#### **EXPECTATIONS OF A COACH**

- ◆ Coaches will go through an initial, one-session training provided by CGL, as well as the initial certification of coaches coordinated by Converge Worldwide in using the Retool Kit.
- ◆ Each coach will go through a recertification every three years.
- ◆ All cost expectations listed will be signed by the church, CGL, and the coach.
- ◆ All costs for training, coaching, and supervising will be paid for by CGL.
- ◆ Coaches will be available for Quickstart (National Converge Worldwide seminar) and specific mentoring and training.