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## ME 745 Leading the Church for the Unchurched

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## ME 745 Leading the Church for the Unchurched

Fall, 2003

School of World Mission and Evangelism,  
Asbury Theological Seminary  
Instructor: George Hunter

### I. Course Description

A study of the driving “paradigm”, main agenda, and known dynamics of “Seeker,” “Missional” or “Apostolic” congregations, mainly in the Western world, with emphasis upon “outreach ministries,” building “apostolic congregations,” transitioning traditional congregations, and increasing the effectiveness of churches in their total mission; with substantial attention to the relevant leadership and management issues.

### II. Course Objectives

1. To understand theories relevant to effective organization leadership and change.
2. To develop approaches for analyzing a church, and discerning its options.
3. To explore, from “paradigm theory,” the essential nature of the “apostolic congregation” and its contemporary forms.
4. To learn skills, interventions, and strategies for leading churches “from tradition to mission.”
5. To apply leadership and management lore to church turn-around and growth.
6. To contribute to what is known about effective leadership of the Christian movement.

### III. Reading Assignments

Masters degree students are expected to read four assigned textbooks, and two collateral texts; doctoral students are expected to read the same four assigned texts, and four collateral texts, and (if they declare a Church and Mission Leadership major) the texts by Bennis and Nanus, Kouzes and Posner, Drucker, and Hunter’s Church for the Unchurched—for Qualifying

Exams. All students are also expected to study any readings for the course posted on the ESJ part of the ATS website. (If you have any difficulty accessing them, call Julee Bellar at 858-2259.)

#### IV. Requirements and Assignments

The instructor expects the student to accept responsibility for her/his own learning. This responsibility will normally be exercised through:

- A. Regular and involved class attendance.
- B. Thorough reading of assignments and collateral literature.
- C. Submission to the ESJ office, by "high noon" on Friday December 5th, of one of the following six types of a research paper (sugg. 12 to 15 pages):

\*1. A study of an effective church leader (or leader group) of the present or past.

\*2. A study of an effective apostolic congregation (or movement) of the present or past.

\*3. A report, with analysis, of a specific local-church-based "outreach ministry;" feature the kinds of insights that would inform the "planting" of such a ministry in another church.

\*4. Delineation of a process, with the essentials of a strategic plan, for moving a specific traditional congregation "from tradition to mission."

5. A traditional term paper on some specific aspect of leadership theory or congregational mission theory.

6. A study of representative writings from an important writer in one of the fields informing this course--such as Peter Drucker, Warren Bennis, Joel Barker, Lyle Schaller, Leith Anderson, Rick Warren, or the several writers from Willow Creek.

In any of those options, the writer should interface the project with the relevant course resources.

\*In the first four options, you will proceed by gathering data on the chosen church, outreach ministry, movement, or leader(s) through field research and/or through library research in relevant sources, preferably multiple sources. The instructor does not want a verbatim of your interview(s), or any other mere data, submitted as a research paper. (It is acceptable to include, as an addendum, the raw data (your notes, quotations, etc.) that you gathered on the church or leader(s) that helped to inform your study; at the top of each sheet, put a) researcher's name at the top left, and b) church or leader's name at top right.)

D. Completion of the course's final exam on Wednesday December 10, 9:00 to 10:30 (11:00 for English-second-language students). The exam will consist of several questions, each requiring an essay in response. Please bring **Blue Books** for the final exam.

#### V. Evaluation

A student's course grade will be based upon the research paper and the final exam, with the final exam given slightly greater weight. Secondary weight will be given to class involvement and contribution.

#### Literature

The course presupposes that the student is familiar with, and can draw from, the insights of established Church Growth lore, as reflected in:

- a. Donald McGavran, Understanding Church Growth, Third Edition.
- b. George G. Hunter III, To Spread the Power: Church Growth in the Wesleyan

Spirit.

Required Textbooks for masters and doctoral students:

1. Hunter, George G. Leading and Managing a Growing Church. Abingdon, 2000.
2. \_\_\_\_\_. Radical Outreach: The Recovery of Apostolic Ministry and Evangelism. Abingdon, 2003
3. Schaller, Lyle. Strategies for Change. Abingdon, 1993.
4. Warren, Rick. The Purpose Driven Church. Zondervan, 1995.

Required Textbooks for doctoral students who declare a Church and Mission Leadership Major:

5. Bennis, Warren and Burt Nanus. Leaders: The Strategies of Taking Charge
6. Hunter, George G. Church for the Unchurched. Abingdon, 1996.
7. Kouzes, James M. and Barry Z. Posner. The Leadership Challenge. rev. ed. Jossey-Bass, 1995.
8. Drucker, Peter. Managing the Nonprofit Organization. HarperCollins, 1990.

Collateral Textbooks on the Emerging Church (masters students—read any two, doctoral students-- any four):

1. Arn, Charles. How To Start a New Service. Baker Books, 1997.
2. Beals, Arthur. When the Saints Go Marching Out. projected for April, 2001.
3. Cordeiro, Wayne. Doing Church As A Team. Regal Books (paperback), 2001..
4. Easum, Bill. Leadership on the Other Side: No Rules, Just Clues. Abingdon, 2000.\_
5. Galloway, Dale E. The Small Group Book. Fleming H. Revell, 1995.
6. Hamilton, Adam. Leading Beyond the Walls. Abingdon, 2002.
7. Hamilton B. Getting Started in AA. Hazelden, 1995.
8. Howe, Leroy. A Pastor in Every Pew: Equipping Laity for Pastoral Care. Judson Press, 2000
- 9.. Hunter, George G. III. How To Reach Secular People. Abingdon, 1992.
10. \_\_\_\_\_. The Celtic Way of Evangelism. Abingdon, 2000.
11. Loscalzo, Craig. Apologetic Preaching: Proclaiming Christ to a Postmodern World. Interspersity Press, 2000.
12. Macchia, Stephen A. Becoming a Healthy Church: 10 Characteristics. Baker Books, 1999.
13. MacLaren, Bryan. The Church on the Other Side. Zondervan, 2003.
14. Mathison, John Ed. Tried and True. Discipleship Resources, 1992.
15. McIntosh, Gary L. One Church, Four Generations: Understanding and Reaching All Ages.
16. Mittelberg, Mark and Bill Hybels. Building a Contagious Church. Zondervan, 2000.
17. Miller, Donald E. Reinventing American Protestantism: Christianity in the New Millennium. University of California Press, 1997.
18. Payne, Claude E. Reclaiming the Great Commission. Jossey-Bass, 1999.
19. Rein, Irving J. et. al. High Visibility: The Making and Marketing of Professionals Into Celebrities. McGraw-Hill, 1997.
20. Schaller, Lyle. The Seven-Day-a-Week Church. Abingdon, 1992.
21. \_\_\_\_\_. From Geography to Infinity. Abingdon, 2003.
22. Scifres, Mary J . Searching for Seekers: Ministry with a New Generation of the

- Unchurched. Abingdon, 1998.
23. Snyder, Howard A. Decoding the Church. Baker, 2002
24. Steinbron, Melvin. The Lay Driven Church. Regal, 1997.
25. Sweet, Leonard Ira. AquaChurch: Essential Leadership for Piloting Your Church in Today's Fluid Culture. Group Publishing Company, 1999.
26. Tim Wright. A Community of Joy: How to Create Contemporary Worship. Abingdon, 1994.

## Class Sessions

(Subject to Modification)

Note: Several circumstances require the instructor to be out of town on more class days than usual. Two modifications in the class schedule will enable us to completely fulfill the contact hours we expect for a class: A) We will plan to meet until 5:30 (instead of the pre-announced 5:15 end of class) each day the class does meet. B) Students may take the Alpha Conference (Sept. 11) here on campus OR the Willow Creek "Contagious Evangelism" seminar at Southland Christian Church October 10-11.

So, the class will meet **Wednesday afternoons**, from **2:30 to 5:30**, normally in two sessions with break. Class sessions will vary in their manner of presentation. While some sessions will feature some version of the traditional lecture, others will be devoted to processing readings or case studies, and others will feature some of the videos that the management field and church publishers have produced to teach and dramatize the important ideas and paradigms.

### Part One: Orientation

Sept. 3: Toward Rethinking Christianity's Mission in the Western World.

1. The church's Mission to Secular Pre-Christian People
2. The Emerging "Apostolic" Congregation

Video: WGN's "Chicago's Very Own" feature on Willow Creek

Sept. 10: The Issues Around the Emergence of "Seeker Churches" in North America and Beyond.

1. Video: The (Sept. 9, 2003) Wheaton College Debate on Seeker Churches
  2. Processing and Discussion
- (Students taking the Alpha Conference as part of this course may be excused from this class session. One can work out, with the media dept., (ext. 2100) an alternate time to view the video.)

Sept. 17: Theories for Understanding People in Organizations.  
Come to class having read Warren, The Purpose Driven Church, part 1.

1. Theory X and Theory Y film: "Theory X and Theory Y"
2. Maslow's Hierarchy of Human Needs

### 3 The Informal Organization

#### 3. The "Open System" Theory of Organizations

Sept. 24: No class; instructor in Baker Lake, Nunavut, Canada

#### Part Two: Effectiveness

Come to class having read Warren, The Purpose Driven Church, part 2.

October 1: Effectiveness in the Church as an Organization

1. The Effective Group
2. The Effective Group Leader
3. The Effective Organization
4. The Effective Meeting

film: "Meetings, Bloody Meetings."

Oct. 8: The Effective Leader.

Come to class having read Warren, The Purpose Driven Church, part 3.

1. The Bennis Contribution to Leadership Theory
2. The Hersey and Blanchard Leadership Model
3. The Kouzes and Posner Leadership Model
4. Video: Joel Barker's "Leadershift"

October 15: The Effective Management of People and Organizations.

Come to class having read Hunter, Leading and Managing a Growing Church.

Submit to the instructor, by NOON, a single-spaced one-page reflection paper on One of the following topics, and come to class prepared to present 3 to 5 minutes on that same topic:

- that
- a. A case study, describing a time when you discovered that you had the same problem Jethro identified in Moses.
  - b. (For second career people) How, like Moses, your first career helped prepare you for church leadership.
  - c. How your church does, or intends to, deploy laity in ministry.
  - d. A case study describing a "war story" of a church, or church organization, that built more (or less) facility, or amassed more (or less) staff, than they needed to fulfill their mission.
  - e. How your church does Job Descriptions, with one job description as a case.
  - f. A description of the one task where your church is strongest, and where it is weakest, in the management process.

1. Review: the Generic Principles of Management

2. **Presentations** (3 to 5 minutes) by randomly selected students on ONE of the six topics above:

4. Video: "Delegation"

October 22: No class; instructor speaking for the Beeson Institute in Chicago.

Oct. 29: The Effective Management of Information, Decisions and Agreements.  
Come to class having read Warren, The Purpose Driven Church, part 4.

1. Decisions and Agreements
2. Video: "GroupThink"
3. Video: "The Abilene Paradox"

### Part Three: Understanding and Changing Churches for More Effective Mission and Ministry

Nov. 5: The Role of "Paradigms" and "Paradigm Shifts" in Moving Organization.  
Come to class having read Warren, The Purpose Driven Church, part 5.

1. Video: "The NEW Business of Paradigms"
2. Video: "Paradigm Principles"
3. Video: "Paradigm Pioneers"

Nov. 12: Discovering More "Apostolic" Ways to "Do Church:"  
Come to class having read Hunter, Radical Outreach: The Recovery of Apostolic Ministry and Evangelism

1. Presentation: Apostolic Ministry through an Empowered Laity
2. Presentations, including testimonies of class members, from "Experiences in Recovery Ministries."

Nov. 19: No class; instructor at NCA.

Nov. 26: No class; Reading Week.

Dec. 3 Leading the Change from Tradition to Mission  
(Come to class having read Schaller, Strategies for Change)

1. Presentation: Turning the Ship Around: Leading the Change from Tradition to Mission
2. Video: "Tactics of Innovation"

Friday, December 5: Research Papers Due! Turn in to Pat Richmond, ESJ office.

Dec. 10: Final Exam, 9:00-10:30 (11:00 for English-as-Second-Language People) Please bring Blue Books for an essay exam.

Selected Bibliography On Contemporary Ways of "Being and Doing Church"

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- Arn, Charles. How to Start a New Service. Baker Books, 1997.
- Arnold, Jeffrey. Starting Small Groups: Building Communities That Matter. Abingdon Press, 1997.
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- Arnold, Jeffrey. The Big Book On Small Groups. Downers Grove, IL: InterVarsity Press, 1992.
- Barker, Joel Arthur. Future Edge: Discovering the New Paradigms of Success. William Morrow and Company, Inc. 1992.
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- \_\_\_\_\_. Turning Vision Into Action. Regal, 1996.
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- Bugbee, Bruce, Don Cousins, and Bill Hybels. NetWork: The Right People . . . In the Right Places . . . For the Right Reasons. Grand Rapids, Mich.: Zondervan Publishing House, 1994. Willow Creek's seminar, with video support, for preparing people for lay ministries.
- Callahan, Kennon L. Effective Church Leadership. Harper and Row, 1990.
- Celek, Tim and Dieter Zander. Inside the Soul of a New Generation. Zondervan, 1996.
- Coleman, Lyman. Basic Training for Small Group Leaders. Littleton, CO: Serendipity House, 1992.
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- Dyrness, William A. How Does America Hear the Gospel? Grand Rapids: Eerdmans, 1989.
- Easum, William M. Sacred Cows Make Gourmet Burgers: Ministry Anytime, Anywhere, By Anybody. Abingdon, 1995.
- \_\_\_\_\_. and Thomas G. Bandy. Growing Spiritual Redwoods. Abingdon, 1997.
- Galloway, Dale E. and Kathi Mills. The Small Group Book. Grand Rapids: Fleming H. Revell, 1995.
- \_\_\_\_\_. 20/20 Vision: How To Create a Successful Church. Revised Edition. Portland, Oregon: Scott Publishing Company, 1993.
- George, Carl. Prepare Your Church for the Future. Tarrytown, NY: Fleming H. Revell, 1991.
- Griffin, Em. Getting Together: A Guide for Good Groups. Downers Grove: Inter varsity Press, 1982.

- Hale, J. Russell. The Unchurched. Harper & Row, 1980.
- Hall, Eddy and Gary Morsch. The Lay Ministry Revolution. Baker Books, 1995.
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- Johnson, Ben. New Day New Church. CTS Press, 1995.
- Kallistad, Walter. Entertainment Evangelism. Abingdon, 1996.
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- \_\_\_\_\_, \_\_\_\_\_ and Steve Schey. Total Quality Ministry. Augsburg Fortress, 1994.
- Kallestad, Walt and Tim Wright. The Mission-Driven Church. 1993. A workbook and six cassettes, published by and available from The Community Church of Joy Book Shop, 16635 N. 51st. Avenue, Glendale, AZ 85306.
- Kallestad, Walt and Tim Wright. Reaching the Unchurched: Creating the Vision, Planning To Grow. Minneapolis: Augsburg Fortress, 1994. A four-session "video workshop" for a local church's planning committee. In four parts: 1. Creating a Vision, 2. Knowing the Audience, 3. Reaching the Audience, 4. Planning for Growth. Includes handouts that "May be reproduced for local use."
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- \_\_\_\_\_. The Nonprofit Drucker. five volumes of audiocassettes, available in ATS media.
- Volume I --- Mission and Leadership
- Volume II -- Strategies
- Volume III --Performance and Results
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5. Church shoppers want to lead THEIR ministry; unchurched people want to get involved in THE ministry. If a church shopper gets involved for a season, they'll often want to lead THEIR ministry rather than get involved with your ministry. Maybe it's a group or something they did at their old church, or a special cause they're passionate about. Often with serial church shoppers, ministry involvement is more about them than it is about the mission. Unchurched people are usually fine getting involved with the wider mission of the church. They're content with finding their part in a larger story. A church for unchurched people must limit their teaching content, because there is only so much that a room full of unchurched people can take in (or are willing to take in). At Watermarke, we see NO limit to what we can teach. Now, we do closely monitor HOW we teach, and that's the difference. Obviously, a church for unchurched people is driven and created to attract unchurched people. We often label these churches "seeker sensitive." That said, it can be difficult for Christians to find any depth of engagement in this type of church. On the other side, a church unchurched people love to attend will attract both the churched and unchurched in the community and, in doing so, create a healthy dynamic with a wealth of opportunities for each group to engage and grow together. "Unchurched" (alternatively, "The Unchurched" or "unchurched people") means, in the broad sense, people who are Christians but not connected with a church. In research on religious participation, it refers more specifically to people who do not attend worship services. In this sense it differs slightly from the term 'nones' which denotes an absence of affiliation with a religion and not an absence of attendance at religious services. The Barna Group defines the term to mean "an adult (18 or older) who

Who we are in Christ. "The Church of the Unchurched" is a full Bible believing body of believers. We recognize The Father, The Son and the Holy Spirit! We enjoy meaningful and engaging worship of our Lord and Savior, Jesus Christ. Traditional and Contemporary churches are no longer giving one a sense of church family. In God's love, we seek to draw you into a completely different church building model. Many remain unchurched because they can no longer support Pastors, Elders, Deacons and Church Leadership in the destructive decisions that are imploding the body of believers. This is why "The Church of the Unchurched" believes we are breaking the barriers of both traditional and contemporary church models. We've read all the hot books on evangelism, we've attended scores of seminars and still we're not reaching the unchurched. Eighty to ninety percent of churchless Americans will never darken our culturally relevant, seeker-sensitive doors. What are we missing? Maybe we've been asking the wrong people. Instead of consulting the unchurched masses, it's time we heard what the small but important minority who have recently begun attending a church have to say. What made the difference for them? What critical factors helped spark their faith in Jesus and drew them into the community of believers? Thom