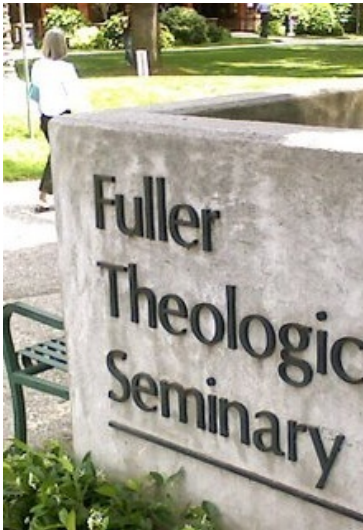
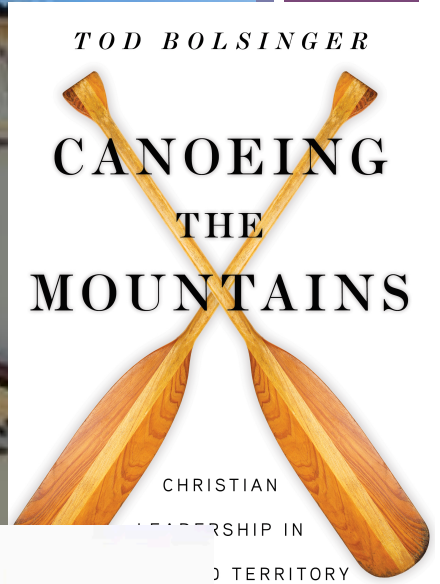
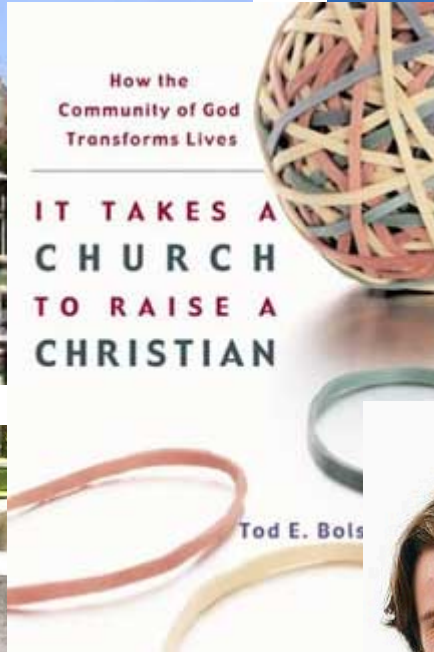
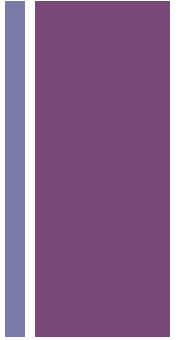


Adventure or Die: From Traditional to Missional

Tod Bolsinger, PhD.

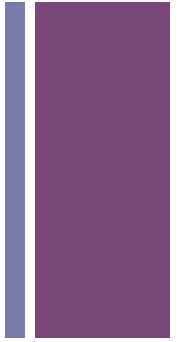




“Leadership is disappointing your own people at a rate they can absorb.”

Ronald Heifetz

+ Sessions



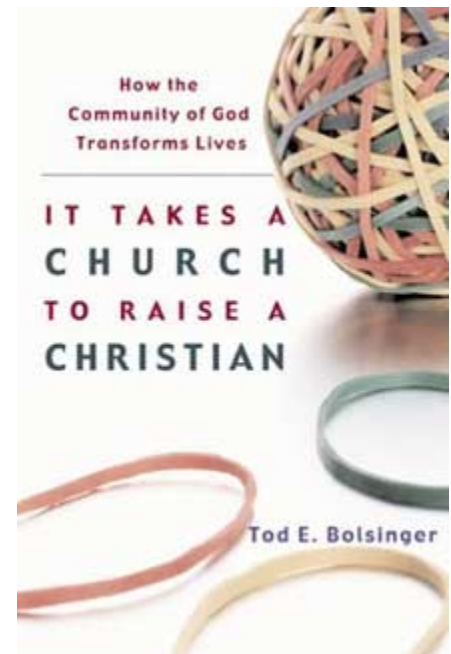
- Monday PM. **Context:** Uncharted territory
- Tuesday AM. **Concepts:** Developing Adaptive Capacity
- Tuesday PM. **Conflict:** Attending to Loss
- Wednesday PM: **Conversion:** Learning to Lead All Over Again

+ Defining Leadership



Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.

One Afternoon with the Maine Methodists...





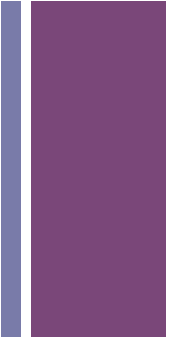
“What can we do to keep our churches from dying?”



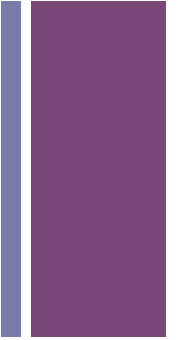
An Old Southern Pastor and “Church Growth” Strategies



Fuller Seminary listens to our
alums...



“Seminary didn’t prepare me for this...”



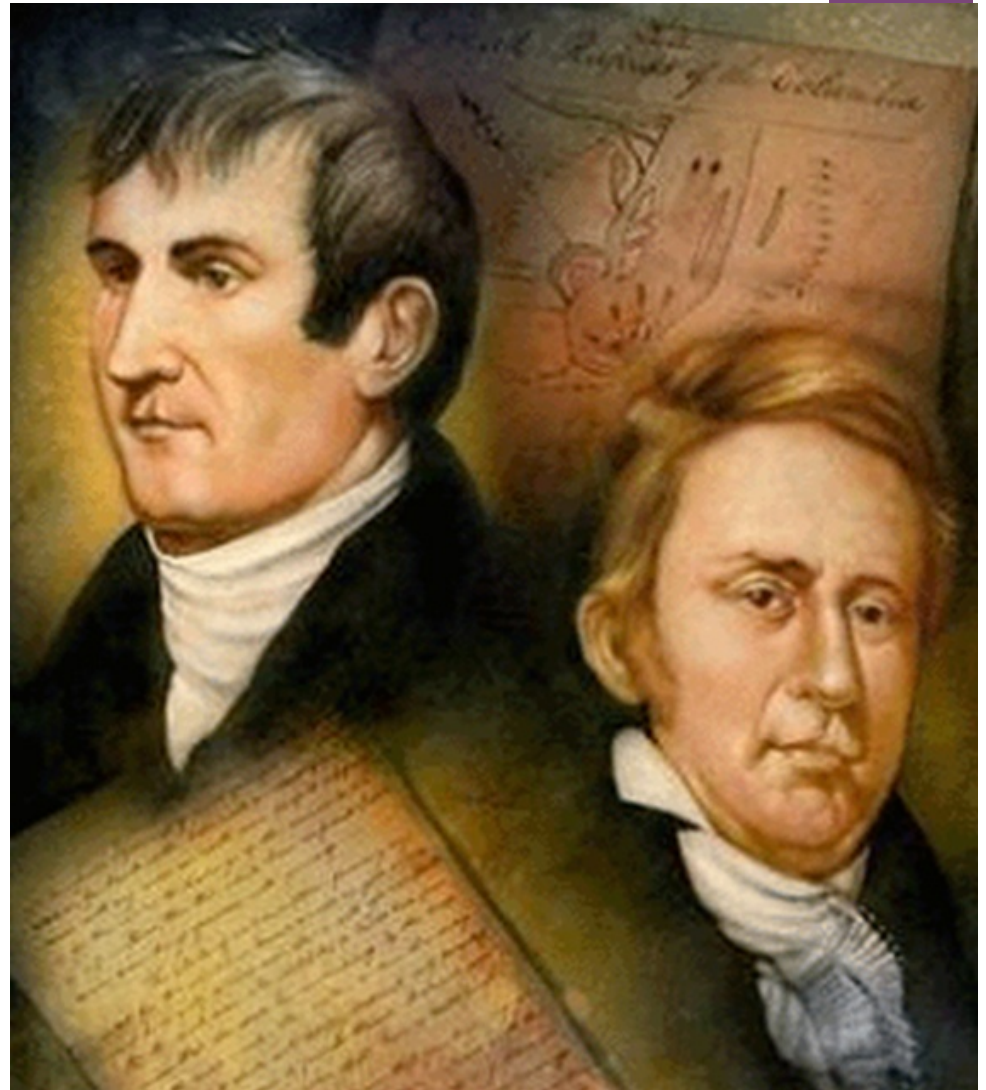
“If western societies have become post-Christian mission fields, how can traditional churches become then missionary churches?”

Darrell Guder



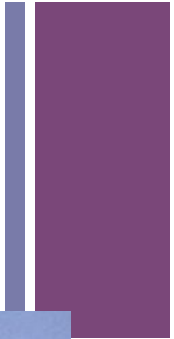
Lewis and Clark

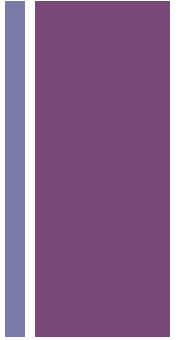
Adventure or Die





August 12, 1805





**How do you “canoe”
over mountains?**



We were trained for a different context.

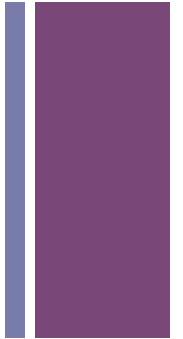
We were trained for rivers, not mountains.

We need to learn a new way of leading.



Rules for Uncharted Territory

- The world in front of you is nothing like the world behind you.
- No one is going to follow you off the map unless they trust you on the map.
- In uncharted territory, adaptation is everything.
- You can't go alone, but you haven't succeeded until you've survived the sabotage.
- Everybody will be changed (especially the leader).





Conversations...

What is one challenge in your church that you just can't get traction on? What is one issue that no matter how hard you work on it, keeps coming back?





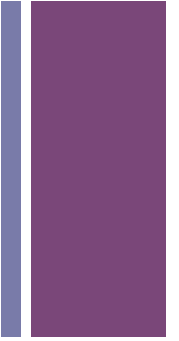
The Priest and the Jet Fighter Pilot



“At the moment of crisis, you will not rise to the occasion, you will default to your training.”

- + What do you do in default mode?
 - Preaching (“Talking Longer”)
 - Programs (“Old Tricks”)
 - Pastoral Care (“Trying harder”)





Today's problems are based
on yesterday's solutions.



The New Senior Pastor and Youth Sunday



Ed Friedman



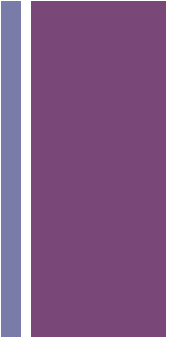
- “...when any relationship system is imaginatively gridlocked, it cannot get free simply through more thinking about the problem. Conceptually stuck systems cannot become unstuck simply by trying harder. For a fundamental reorientation to occur, *that spirit of adventure* which optimizes serendipity and which enables new perceptions beyond the control of our thinking processes must happen first.”



“A spirit of adventure.”

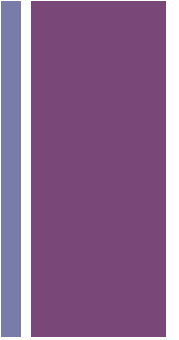
+ The Spirit of Adventure

- Requires Learning.
- Results in Loss



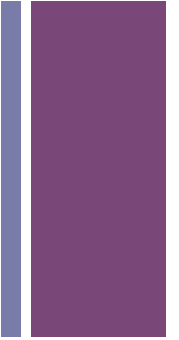


The three hardest
words to say.



"In times of great change,
learners inherit the earth, while
the learned find themselves
beautifully equipped for a world
that no longer exists."

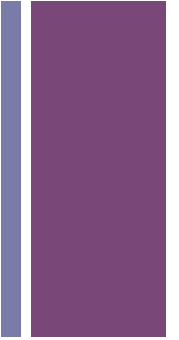
Eric Hoffer



The Corps of Discovery's Most Audacious Decision

+ The Spirit of Adventure

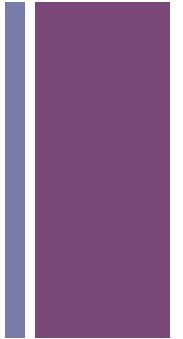
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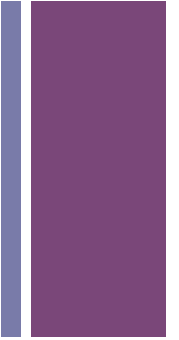


+ Leadership and Loss

“People don’t resist change they resist loss.”

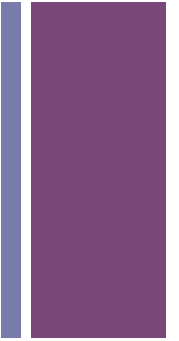
Ronald Heifetz



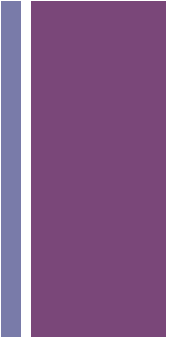


Once you have determined what will never change, you must then be prepared to change everything else.

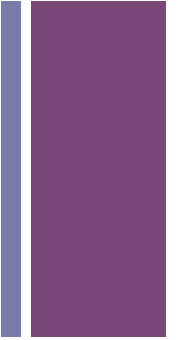
Jim Collins.



The fallout from 2008...



Where will
“The Spirit of Adventure”
lead you?



The Only One who
Wasn't Lost...

+

“For smaller congregations, there isn’t a sense of perishing because the hey day left over 50 years ago.

You have to **HAVE** something to feel like you are **LOSING** something.”

Pastor Theresa Cho

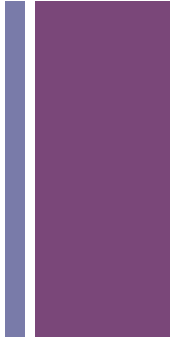


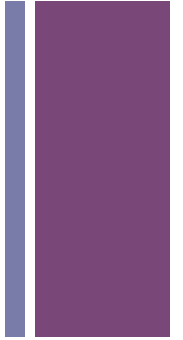


Those who had neither power nor privilege in the Christendom world are the trustworthy guides and necessary leaders when we go off the map.

They are not going into uncharted territory.

They are at home.



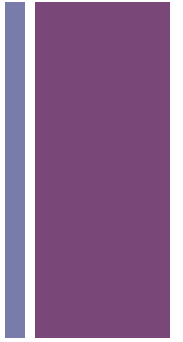


“The future is already here; it is just on the margins.”

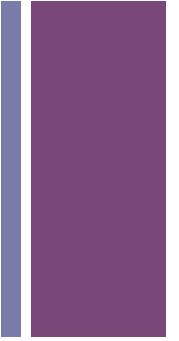
Dave Gibbons



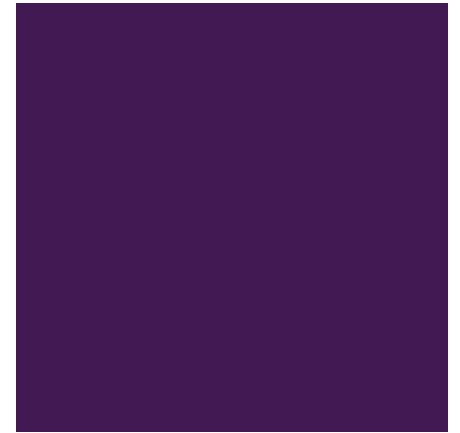
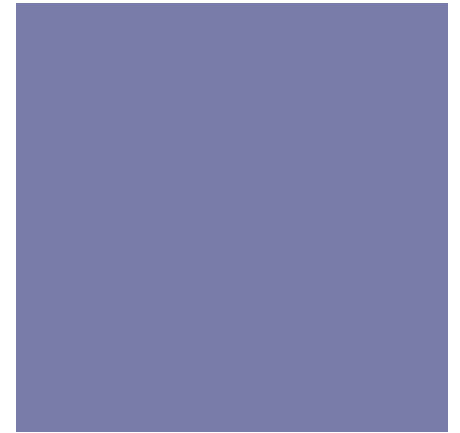
Discussion



- Inspire. (!) What stands out positively so far and why?
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- Irk. (#&*!) What has rubbed you wrong or created dissonance?
- Require. (Δ) What change(s) seem to be demanded of you?



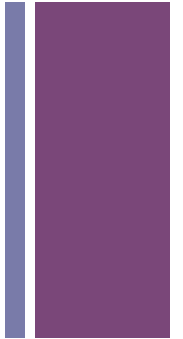
Questions?



Adventure or Die: From Traditional to Missional

Tod Bolsinger, PhD.

+ Big Ideas



- We were trained for a different context.
- The fading of Christendom requires that we learn to lead all over again.
- Leading in uncharted territory *requires learning and results in loss.*



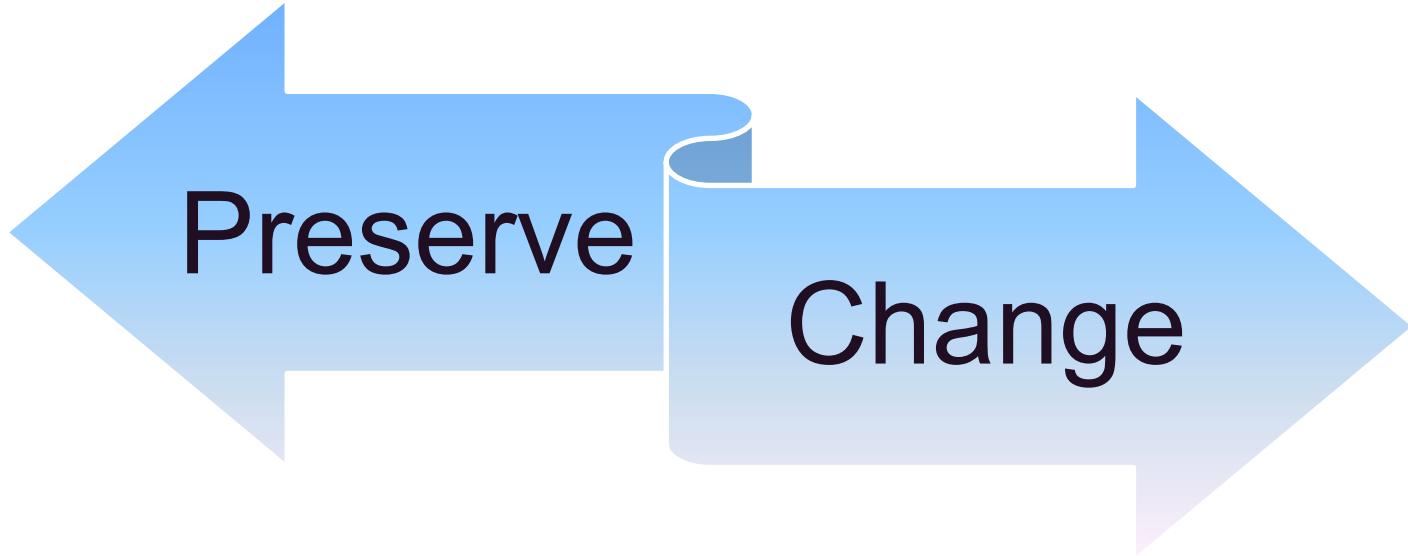
Leftovers from last night...



- Inspire. (!) What stands out positively so far and why?
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+ The Fundamental Task of Leadership

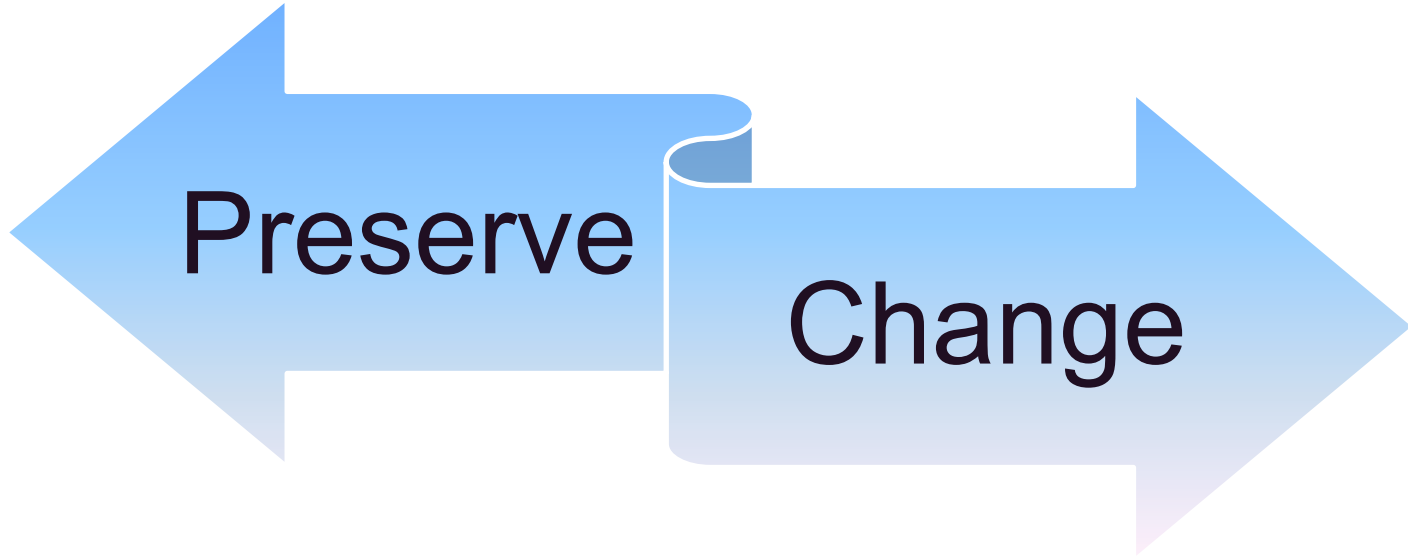
distinguish between what needs to be preserved and what needs to change.....

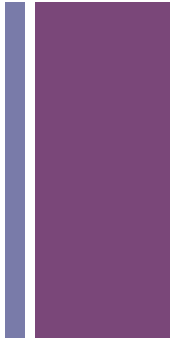




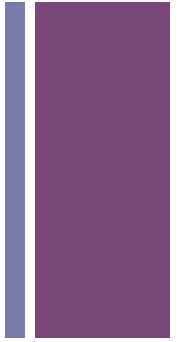
+ The Fundamental Task of Leadership

distinguish between what needs to be preserved and what needs to change.....





When
given a
choice...



When
given a
choice...

90% die.

+

What doesn't produce change...

- Fear
- Facts
- Force



+ What brings change...

- Relate (new communities)
- Repeat (new practices)
- Reframe (new ways of thinking)
 - “Shifting”

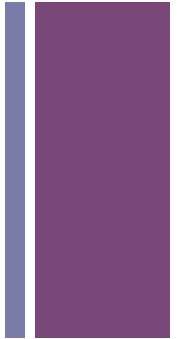
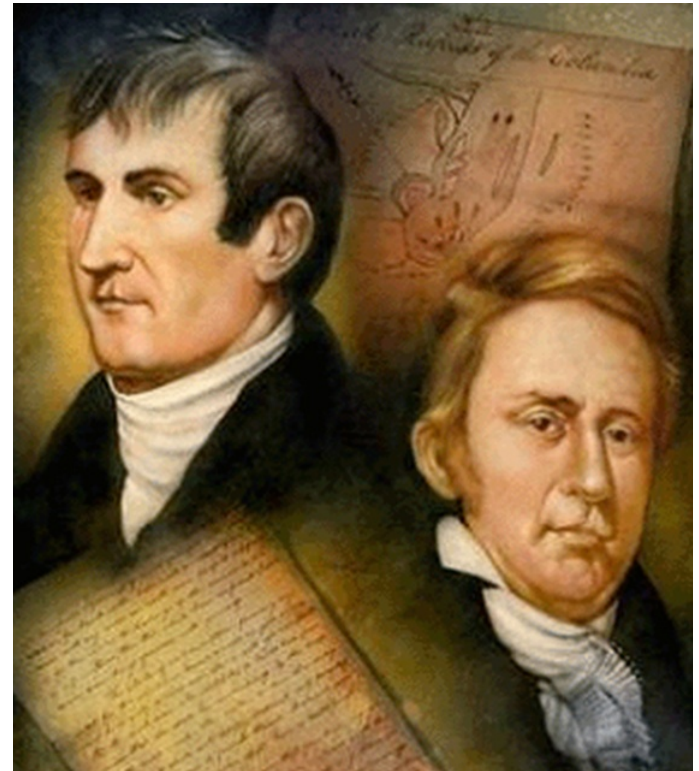
Radical (Not “tweaking!”)



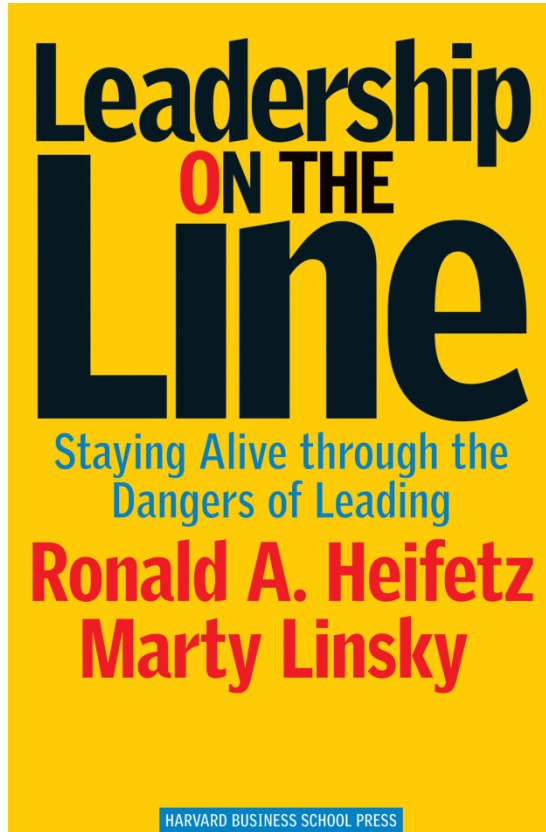


Reframe: Corps of Discovery

- From discovering of water route to discovery of a whole continent.
- *“I reflected that I had yet done but little, very little indeed, to further the happiness of the human race, or to advance the information of the succeeding generation . . . and resolved in the future . . . to live for mankind, as I have heretofore lived for myself.”*
Lewis on his 31st birthday.



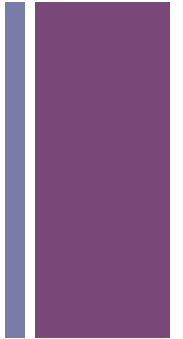
+ Reframing Problems



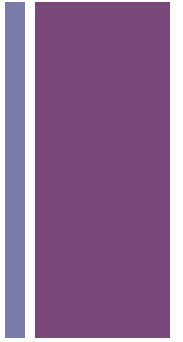
Technical
Problems

vs.

Adaptive
Challenges



+ Identifying Adaptive Challenges



- Require learning
- Result in facing loss
- Reveal “gaps” in behavior, values, or strategies that must be negotiated. (“radical”)



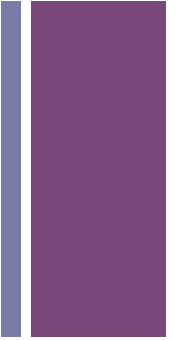
"Adaptive Leadership for the pastor involves creating an environment in which the congregation can wrestle with the competing values and implications associated with a problem."

Jim Osterhaus



Conversations...

What is one challenge in your church that you just can't get traction on? What is one issue that no matter how hard you work on it, keeps coming back?



+ Technical vs. Adaptive

- *“Application of current knowledge, skills and tools to resolve a situation.”*

- *“Cannot be solved with one’s existing knowledge, skills and tools, requiring people to make a shift in values, expectations, attitudes or habits of behavior.”*

- *“Systemic problems with no clear answers.”*

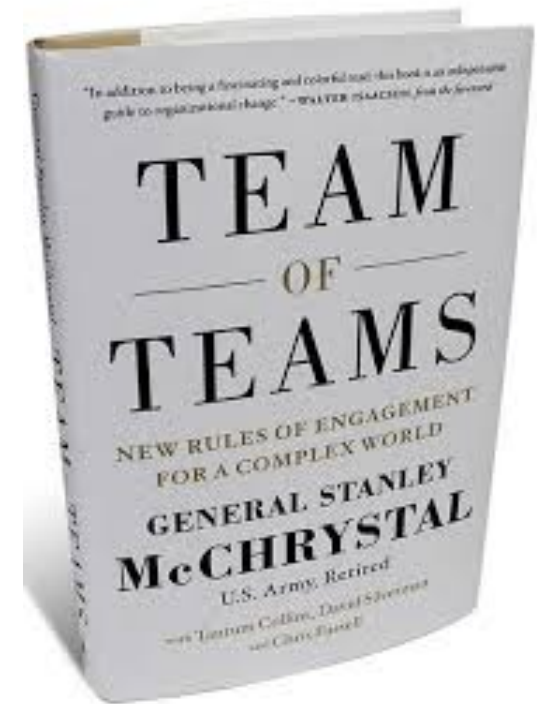
Technical Problems

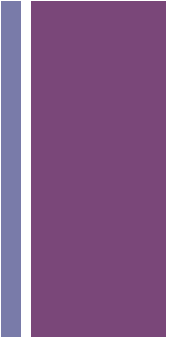
Adaptive Challenges

+

“Adaptability is the key attribute of leadership today.”

Gen. Stanley McChrystal





Adaptive work:

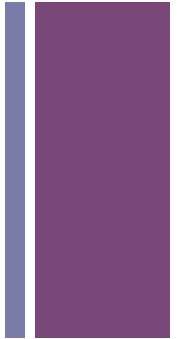
“Look from the balcony and listen on the floor.”



Discussion

Identifying adaptive issues

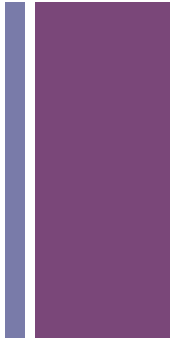
- *What technical solutions have you already tried?*
- *What learning will be required?*
- *What losses must we endure?*
- *Why is this the most significant challenge for us to face?*



+ Identifying Adaptive Challenges

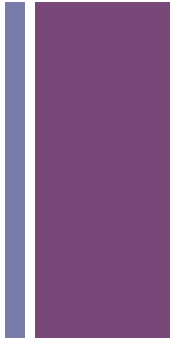
- A Cycle of Failure
- A Flight to Authority
- A Chorus of Complaints
- The Same Old Fight...
- The Result of Yesterday's Successes.

(sound familiar?)





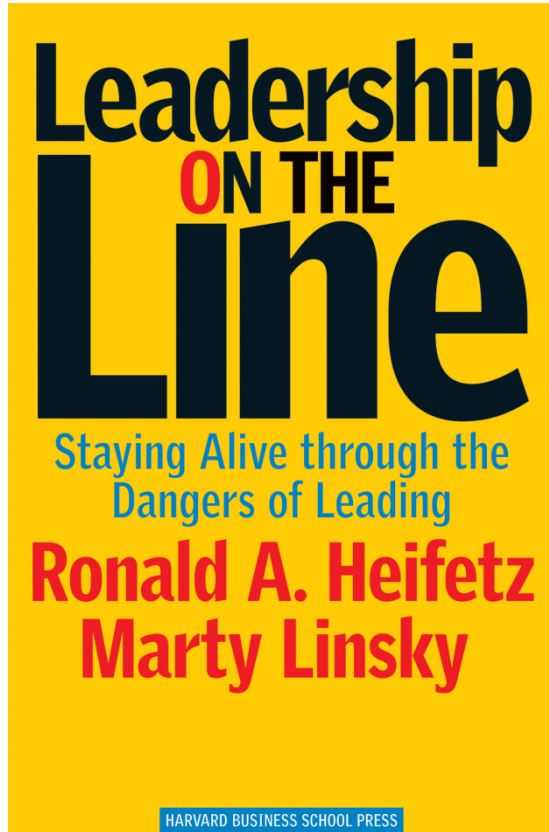
Key Adaptive Principle #1



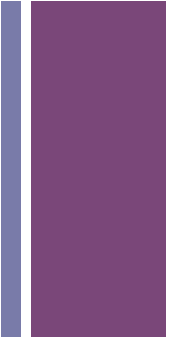
- People don't resist change they resist *loss*.



“Get beyond Win-Win”



“Win-win is
lose-lose.”



“Adaptive change is an inherently conservative process.”

Ronald Heifetz

+ Key Adaptive Principle #2

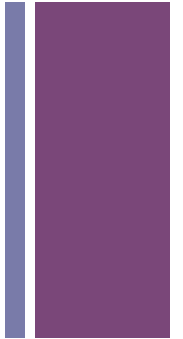
For change to last it must be a healthy adaptation of the “DNA” of the group.



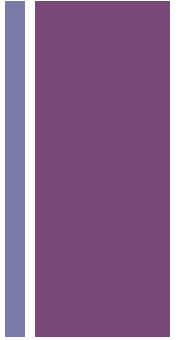


“Tell me a story...”

+ Tell a story from your church's history...



- ...about a hero.
- ...about a cherished moment that is retold over and over again.
- ...one that says, “This is what we are really all about.”
-one that says, “This was the moment when I was most proud of us”.
-one that says, “This was when I knew I had found my people.”



Our Inspiring 9/11 Story

When The Communion Table was
Destroyed

The Picture that Rebuilt our Church



First Sunday School Held on Beach at San Clemente

+ Tell a story from your church's history...



- ...about a hero.
- ...about a cherished moment that is retold over and over again.
- ...one that says, “This is what we are really all about.”
-one that says, “This was the moment when I was most proud of us”.
-one that says, “This was when I knew I had found my people.”

+ Reflecting on the story.

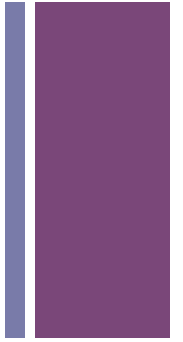
- What are the recurring themes of these stories?
- What do these stories tell us about ourselves?
- What are the core values (not aspired values!) that these stories express?

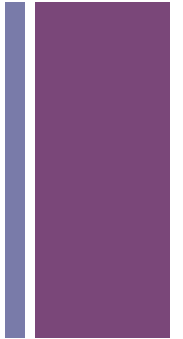


+ Key Adaptive Principle

For change to last it must be be a healthy adaptation of the “DNA” of the group.

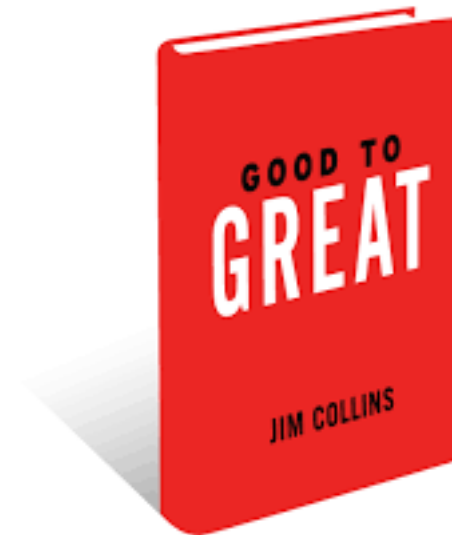
- *Work with those who are the healthiest expressions of the group DNA.*
- *“Adapt” to the maturing and motivated.*





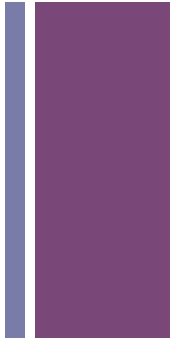
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Jim Collins

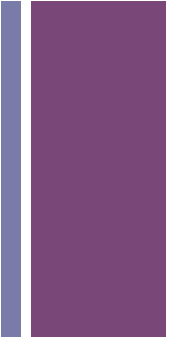




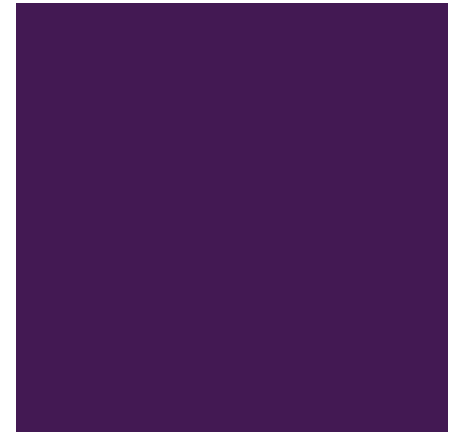
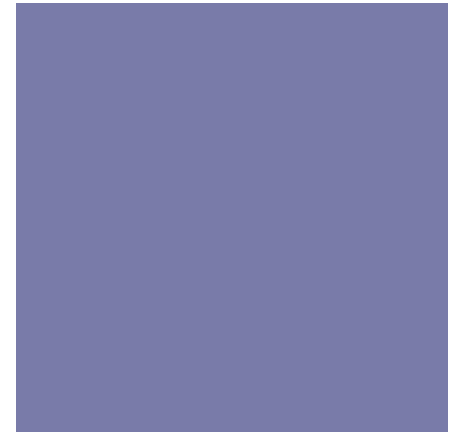
Discussion



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Questions?



Adventure or Die: From Traditional to Missional

Tod Bolsinger, PhD.



Leftovers from last time...



- Inspire. (!) What stands out positively so far and why?
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- Require. (Δ) What change(s) seem to be demanded of you?

+ Defining Leadership



Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.

+ Key Adaptive Principles

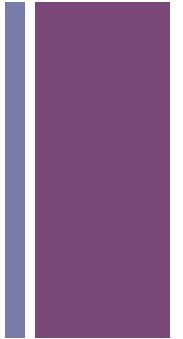
1. People don't resist change, they resist loss.
2. For change to last it must be a healthy adaptation of the "DNA" of the group.





No one will follow you off the map if they don't trust you on the map.

- Technical Competence
- Relational Congruence

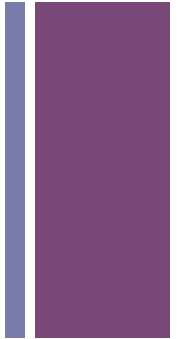




Key Adaptive Principle

For change to last it must be a healthy adaptation of the “DNA” of the group.

- *Work with those who are the healthiest expressions of the group DNA.*
- *“Adapt” to the maturing and motivated.*
- *Listen to the voices from the margin who are committed to the mission. (Allies not confidants)*



+ Conflict, Heat and Transformation

- Regulate the heat.
- Too “cool” nothing cooks.
- Too “hot” everything scorches.

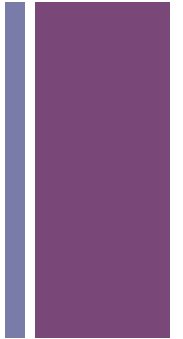




“If you are a leader, expect sabotage.”

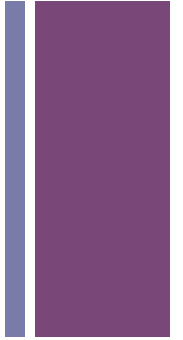
Ed Friedman

+ Sabotage



The important thing to remember about the phenomenon of sabotage is that it is a **systemic part of leadership**—part and parcel of the leadership process. Another way of putting this is that a leader can never assume success because he or she has brought about a change. *It is only after having first brought about a change and then subsequently endured the resultant sabotage that the leader can feel truly successful.*

Edwin Friedman. *A Failure of Nerve: Leadership in the Age of the Quick Fix*



Sabotage is normal, natural, and to be expected.

It is what system naturally does to protect itself.

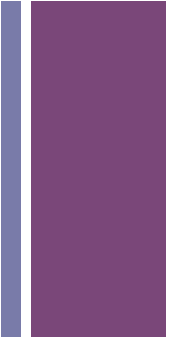


Sabotage



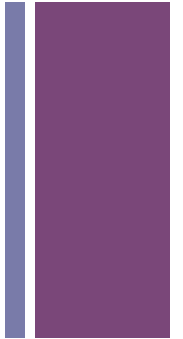
- “A major difficulty in sustaining one’s mission is that others who start out with the same enthusiasm will come to lose their nerve. Mutiny and sabotage come not from enemies who opposed the initial idea, but rather from colleagues whose will was sapped by unexpected hardships along the way.”

Edwin Friedman



"Stay calm,
stay connected,
stay the course."

+ Stay Calm



- Be trustworthy (Competence and congruence)
- Maintain Self-awareness and manage reactivity
- Distinguish between Self v. Role

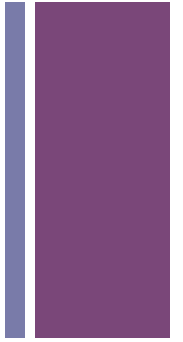


Self vs. Role



- You are not your role.
- You must *bring* your self to your role.
- But...you are not your role.

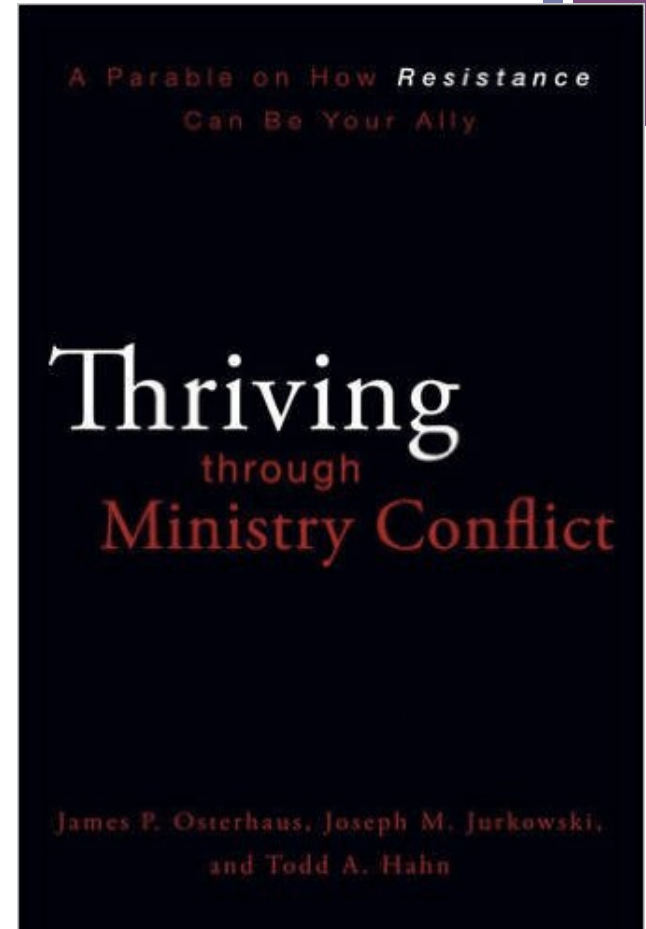
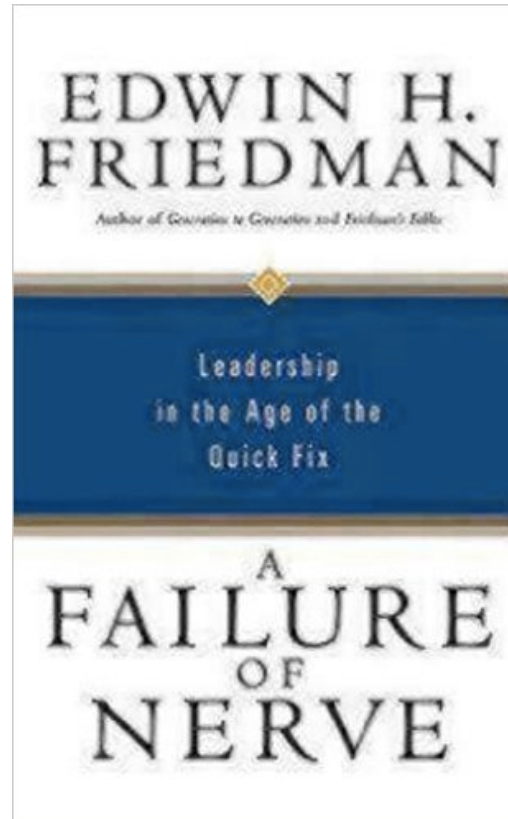
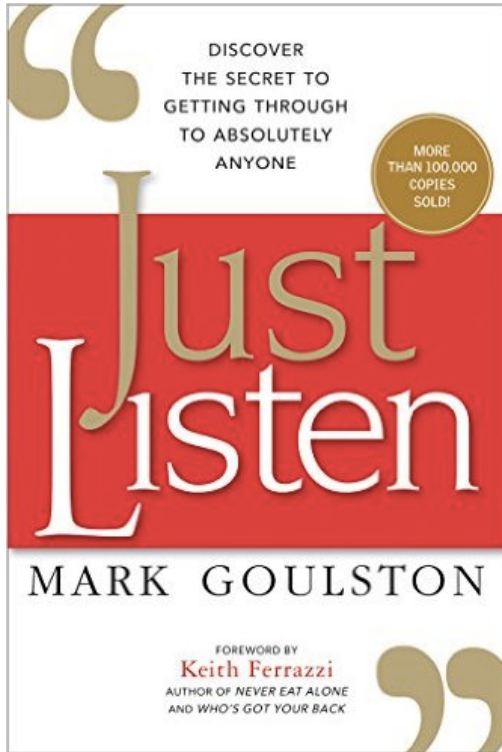
+ *Who is the Leader?*



- The true leader is the one in the system who is not blaming anyone else.

(...and can stay calm enough to look beyond quick fixes, distractions and work avoidance.)

+ Books I highly recommend



+ Red Zone/ Blue Zone

Survival

Acceptance

Control

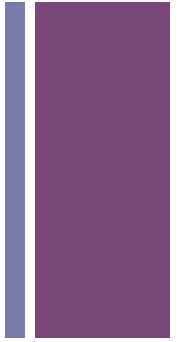
Competence

Principles

Values

Mission

+ Blue Zone Thinking



- What furthers the mission?
- What principles are at stake here?
- What values are we expressing?
- “Side” with “principles”, not people.

+ Red Zone/Blue Zone

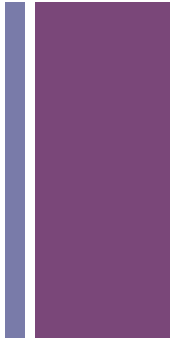
**In the
Red Zone
it's about
"Me".**

**In the
Blue Zone
it's about
"The
Mission".**



Consider...

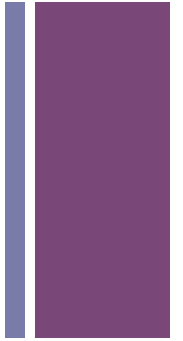
- Which Red Zone response is most common for you? (Survival, Acceptance, Control, Competence)?
- Answer these questions:
 1. Where did you learn this?
 2. How does it help you?
 3. What do you dislike about it?
 4. How does it effect you?



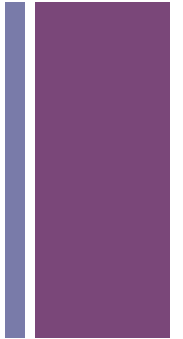
+ Paying attention to “Purple”

- Notice what tends to “make you go red” and strive to be the “less anxious presence in the room.”

If you can be less anxious and stay connected, you can keep good transformation occurring.

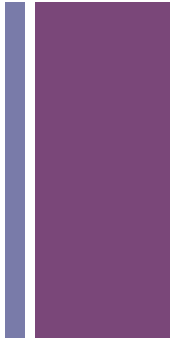


+ Stay connected



- “Give the work back to the people most affected.”
- Stay connected to your supervisor (Beware the peacemonger!), but don’t take their anxiety from them. (Anxiety goes up!)
- Stay connected to your opponents. “Keep your friends close and your enemies closer.”

+ Stay the course...

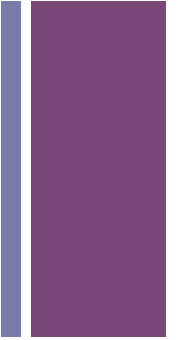


- You must have persistence in the face of resistance.
- If you started with convictions, and you calmly stay with them, the system will begin to adapt to you.

+ The Adaptive Process

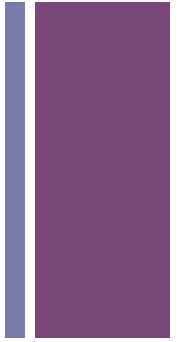
- Make "Blue Zone" Decisions





“The Mission Trumps”

+ Congruent Leadership

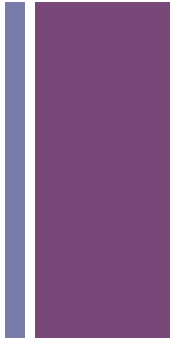


- “Stay Calm, Stay Connected, Stay the Course”

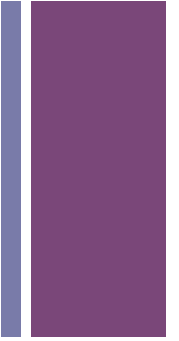
Keep the focus of effort on serving the MISSION, expressing your CONVICTIONS, and staying in RELATIONSHIP.



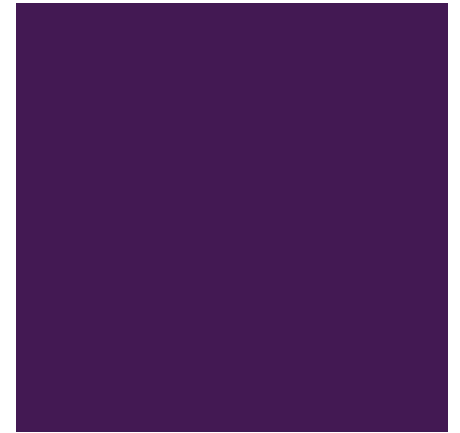
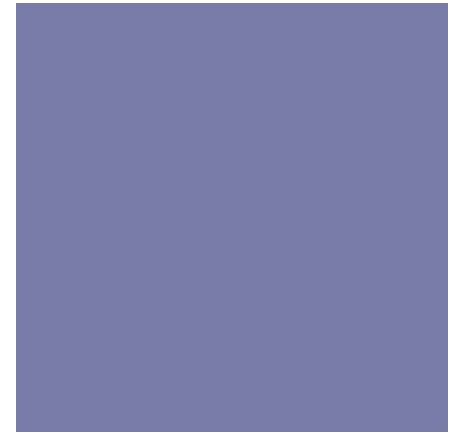
Discussion



- Inspire. (!) What stands out positively so far and why?
- Inquire. (?) What questions have been raised?
- Irk. (#&*!) What has rubbed you wrong or created dissonance?
- Require. (Δ) What change(s) seem to be demanded of you?



Questions?



Adventure or Die: From Traditional to Missional

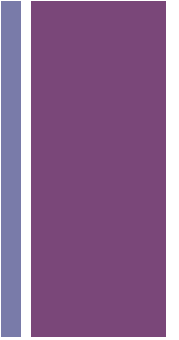
Tod Bolsinger, PhD.



Leftovers from Last Night



- Inspire. (!) What stands out positively so far and why?
- Inquire. (?) What questions have been raised?
- Irk. (#&*!) What has rubbed you wrong or created dissonance?
- Require. (Δ) What change(s) seem to be demanded of you?

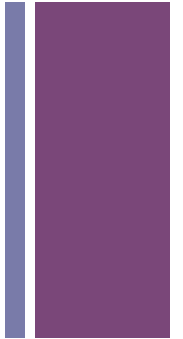


The organization is stuck where the leadership is stuck...

and that's the good news.

Why?

+ Defining Leadership

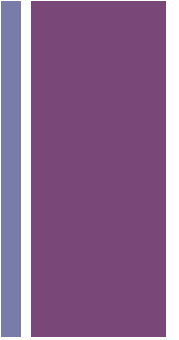


Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.

What kind of transformation?



“What’s wrong?” I asked.



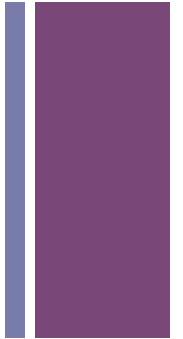
“What’s wrong?” I asked.

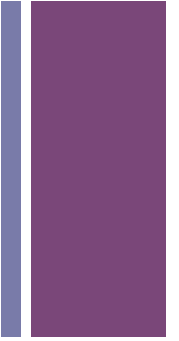
“*You,*” he answered.



Rules for Uncharted Territory

- The world in front of you is nothing like the world behind you.
- No one is going to follow you off the map unless they trust you on the map.
- In uncharted territory, adaptation is everything.
- You can't go alone, but you haven't succeeded until you've survived the sabotage.
- **Everybody will be changed (especially the leader).**





Blacksmiths in Prague

+ Tempered

The opposite of “tempered” is not soft, but brittle.

- Fire:
reflection
- Anvil:
relationships
- Hammer:
Practices





Reflection, Relationships, Practices



- Without fire and anvil, the hammer only mars and scars.
- Without anvil and hammer, the fire only softens, but doesn't shape.
- Without fire and hammer, the anvil holds something that isn't changing.
- You need all three.
 - So, what time will you give to reflection?
 - Who will be the people who hold you in this journey?
 - What practices will make up your ROL?

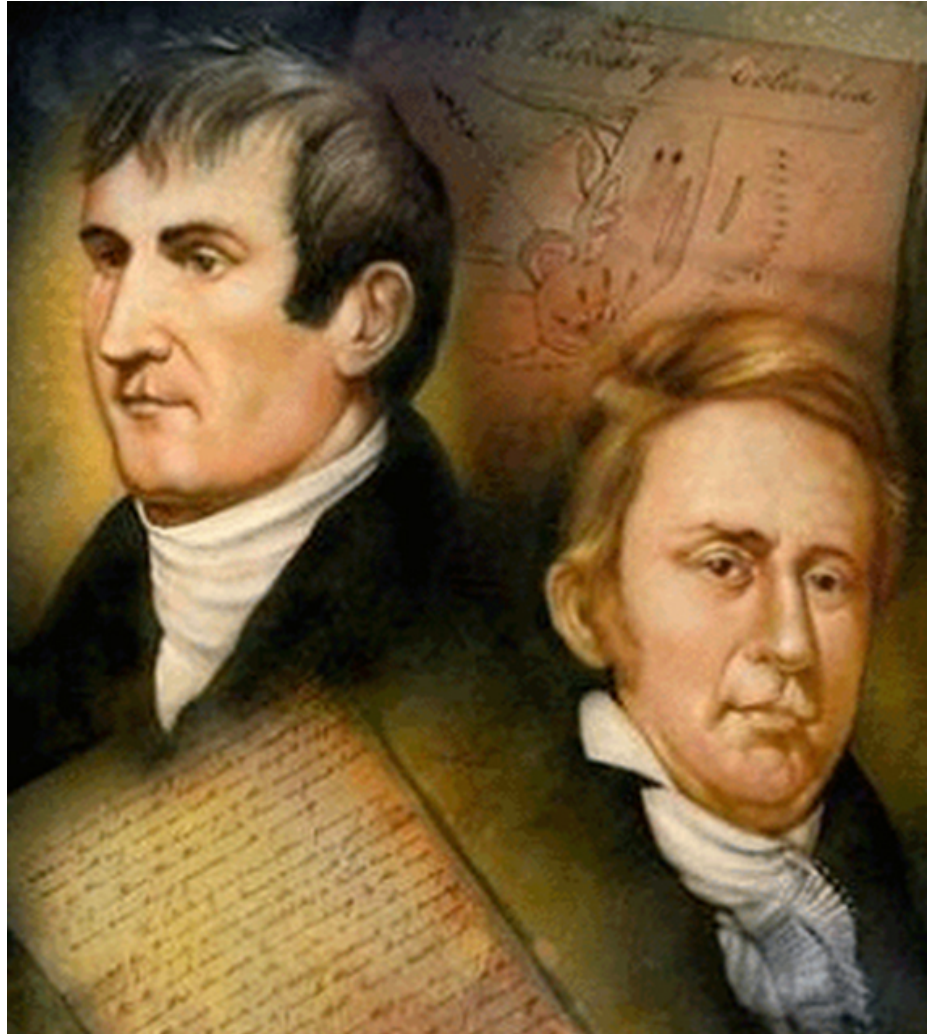
+ Forming Global Leaders for Kingdom Vocations

- Fuller Formation Groups
- Dmin
 - Formation
 - Leading Change



+ The Gift of Uncharted Territory

- Lewis and Clark
- Openness to an unexpected voice.
- A truly revolutionary vote.

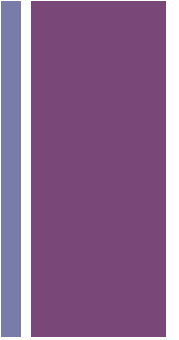


+ Transformation



*Everybody will be changed
(especially the leader).*

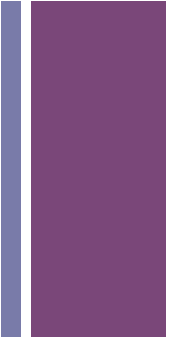
+ The Mission Transforms



God is taking you into uncharted territory to transform you.



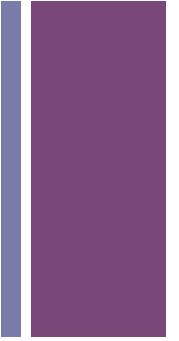
If nothing else, be a Jefferson...



Revisiting the Maine Methodists...

+ Revisiting the Maine Methodists

- *Don't focus on whether you are dying, focus on God's mission and your transformation.*
- *Focus on the mountains ahead, not the rivers behind.*
- *Focus on continually learning, not what you have already mastered.*



Questions? Comments?