

# MISSION: **POSSIBLE**



A Simple Structure for Missional Effectiveness

## **An Overview of Simplified Accountable Leadership Structure**

# **Rev. Casey Banks**

Elder, PNW Conference

Pastor of Newberg First  
UMC (Newberg, OR)

Certified SAS Coach  
(Simplified, Accountable Structure)

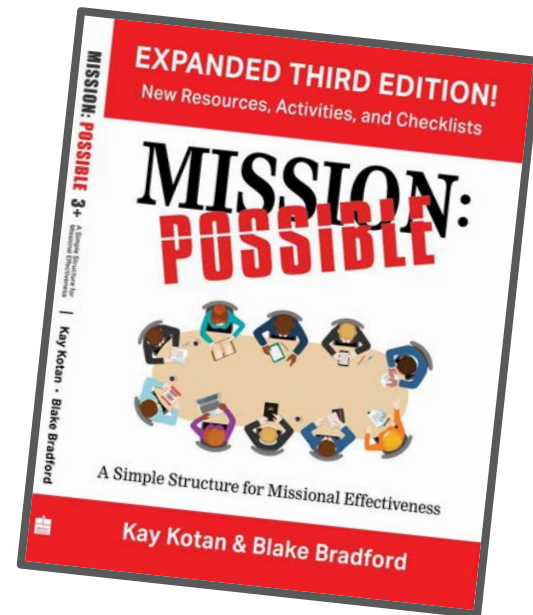




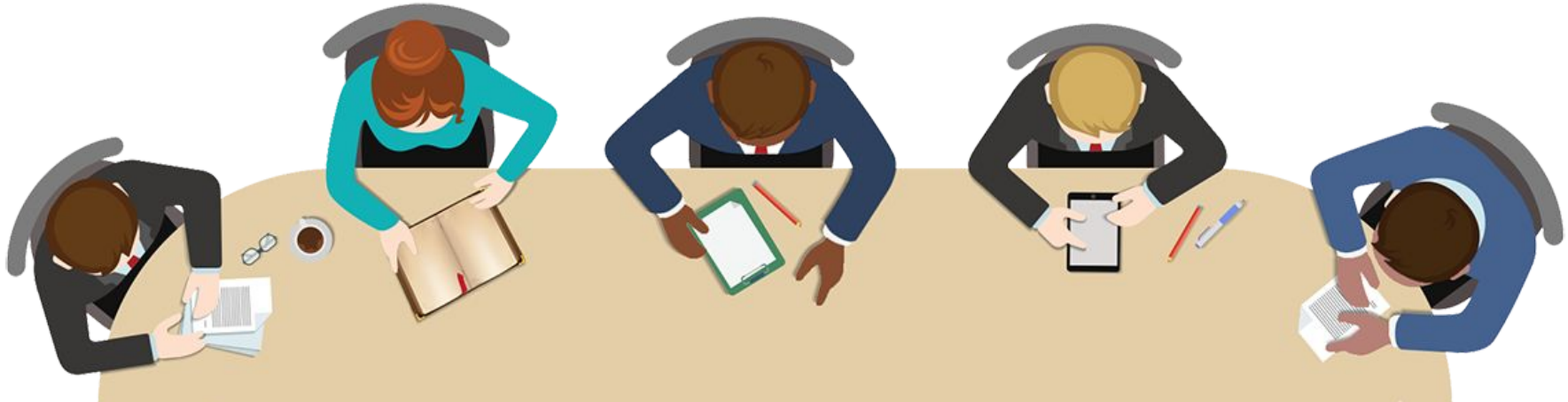
**Kay Kotan, PCC-ICF**  
Founder, You Unlimited,  
The Greatest Expedition,  
& Creation Incubator



**Blake Bradford, D.Min.**  
District Superintendent,  
Arkansas Conference



This is a *quick overview* to gain an overall understanding of the simplified, accountable structure & not intended to be an equipping workshop for leaders.



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## Questions?

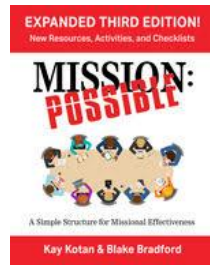
Type in chat as we  
go, we'll answer at  
the end

In the typical church:

structure is driving the mission

versus

the mission driving the structure!





# Typical Church Leadership Styles

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## Bureaucratic

*Large group Driven*

Committee-Based or  
Consensus-Driven

Responsibility

– Authority

= Safe but not Effective

## Autocratic

*Driven by One Person*

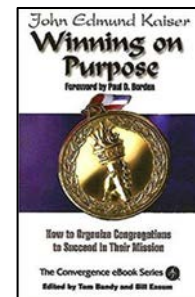
Pastor-Centered or  
Personality-Driven

Responsibility

+ Authority

– Accountability

= Effective but not Safe



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## Problem with most Structures

- Promotes disunity and enables dysfunction
- Clear lines of authority...but no clear lines of accountability
- All responsibility on the pastor, but little or no authority
- Nearly impossible to make difficult and timely decisions
- Ties up too many people in administration leaving too few people for ministry



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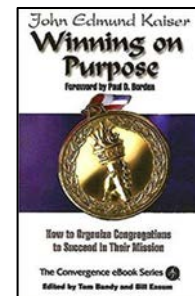
Responsibility  
+ Authority  
– Accountability  
= Effective but not Safe



## Accountable Leadership

*Mission-Driven*

Responsibility  
+ Authority  
+ Accountability  
= Safe and Effective



# There is another way. . .

## Simplified, Accountable Structure

### ¶ 247.2 “modify the organizational plans”

The charge conference, the district superintendent, and the pastor shall organize and administer the pastoral charge and churches according to the policies and plans herein set forth. When the membership size, program scope, mission resources, or other circumstances so require, the charge conference may, in consultation with and upon the approval of the district superintendent, modify the organizational plans, provided that the provisions of ¶ 243 are observed.

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# Accountable Leadership AND Simplified Structure

**Do you want the mission to succeed?**

“Are you prepared to stake everything, change anything, and do whatever it takes — even if it means altering long familiar habits, redeveloping precious programs, and redeploying sacred assets?”

Tom Bandy, Foreword of Winning on Purpose



# What is Involved? One Board, Several Hats



One Leadership Board is responsible for leadership and governance.

All administrative committee responsibilities and functions are vested in the Leadership Board.

Existing ministry teams continue.

**Leadership Board = Ad Council + SPRC + Finance + Trustees**

While the SAS Leadership Board “wears all the hats” of the **Church Council**, **SPRC**, **Finance**, and **Trustees**, these *Book of Discipline* functions are now approached in a **holistic** way, with the SAS Board able to claim opportunities and face challenges with all the resources and authority of the congregation.



Leadership Board

is really a  
holistic  
leadership lens



Leadership Board

# Recommended Simplified Structure

Nine Members elected by the Charge Conference

9 members\* (max allowed on Trustees)

Must also include in the total:

Board Chair # (elect as Trustees Pres. & SPR liaison)

Lay member to Annual Conference #

Lay Leader #

UMM + #

UMW + #

Youth +

**NOTE:**  
Separate  
Nominating  
Committee  
is still  
required.

\*All serve as Finance, Trustees (if age 18+), SPR, and Council

+ Optional or if a chartered group exists

# Can be combined positions



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**EXPANDED THIRD EDITION!**

New Resources, Activities, and Checklists

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**Kay Kotan & Blake Bradford**

**“ The Focus Changes**  
*Changing to a simplified,  
accountable leadership  
structure is more than  
reducing the number of  
people at the table; it is  
about changing the work and  
conversation at the table.*”

# Four Responsibilities of Governance

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## **Stewardship**

Tending to the fiduciary responsibilities and alignment of God's people and resources

## **Generative**

Discerning God's dream and working to set the congregation's next steps

## **Strategic**

Leveraging the resources to be aligned with congregational priorities

## **Accountable Leadership**

Setting a culture of well-aligned, impact-focused ministry

**Leadership Board sets  
Guiding Principles,  
but  
DOES NOT  
manage the  
the day-to-day operations  
or ministries of the church.**

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# Two Challenges of a Simplified Structure

## Multiple Communication Streams

- Must over-communicate with multiple formats
- Two-way communication
- Transparency
- Build trust with congregation

## Decision Making Accuracy & Effectiveness

- Clear missional agenda
- Shift to accountable leadership
- Decision making in alignment with missional effectiveness
- Meetings are strategic, not reporting

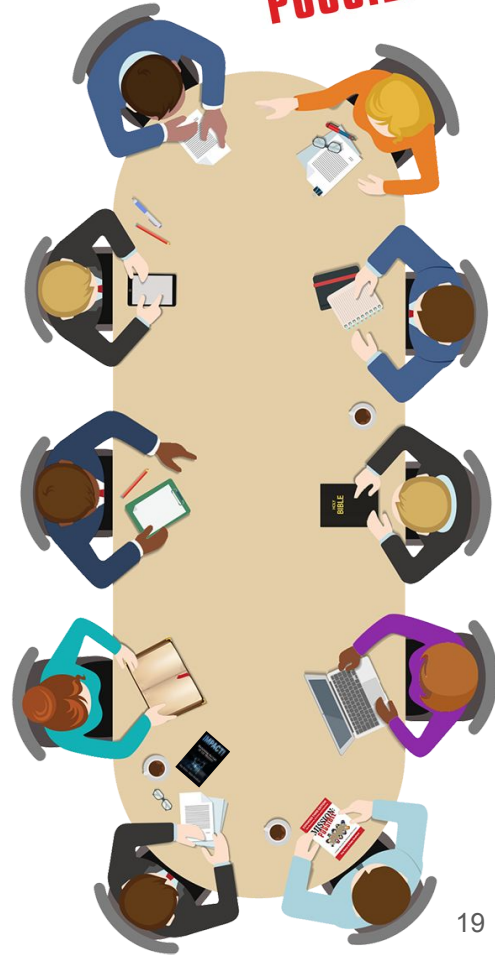
# Who Should Adopt?

**ALL CHURCHES**     Accountable  
Leadership

**SOME CHURCHES**     Simplified Structure  
& Accountable Leadership

**NO CHURCHES**     Simplified Structure  
without Accountable Leadership

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# OVERVIEW: Three Phases to SAS

## Discerning

3-6 months  
(First Quarter of Year)

## Equipping

Begin mid-year,  
before Charge  
Conference Season

## Implementing

January-December  
(First Full  
Year of SAS)

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# Three Phases to SAS

## Discerning

3-6 months (First Quarter of Year)

- DS ¶247.2 Consultation
- Conversation in the local church
- Coaching Begins
- Formal DS ¶247.2 Request
- Discernment of the DS, congregation, and its leaders if this is the right model in the right season for the church
- Church Conference

## Equipping

Begin mid-year, before  
Charge Conference Season

## Implementing

January-December  
(First Full Year of SAS)

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# Simplified, Accountable Structure Discernment Steps

1. Church Council votes to explore SAS after assessing the “why”
2. Letter from Council Chair and Pastor to DS seeking permission to explore
3. Approval from DS to explore and assignment of Certified SAS Coach
4. SAS Coach works with leaders to establish a SAS Prayer Team and SAS Discernment Team to lead in learning, listening, organizing, and communicating the SAS discernment process.
5. The SAS Discernment Team implements communication and information plan and provides feedback to Council
6. Based on congregational feedback and leadership discernment, the Council submits letter to DS to approve moving to (or not) SAS
7. DS reaches out to Certified SAS Coach for feedback and makes decision
8. DS approval via letter (church conference timing)
9. Coach begins to work with Nominations Committee and continues to work with church leaders on communication strategies (See Equipping Phase)
10. Church Conference to approve SAS model
11. Nominations completes their work
12. Church/Charge Conference to approve Nominated Leaders

*Note: After completing the Discernment Phase, move into Phase Two: Equipping and then onto Phase Three: Implementation. We **highly recommend** partnering with a SAS certified coach through all three phases for the most effective and healthiest outcome!*

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## Equipping

Begin mid-year, before  
Charge Conference Season

- Coaching continues in a training capacity
- Training Nominations Committee
- Charge Conference for Nominations
- Training the new Leadership Board to begin serving January 1
- Annual equipping is crucial to change the leadership culture

## Implementing

January-December  
(First Full Year of SAS)

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## Implementing

January-December (First Full Year of SAS)

- Coaching as resourcing, accountability, and reflection
- Use a new style of Agenda and distribute a Leadership Packet
- Creating the initial guiding principles, leadership covenant, policies and procedures
- First strategic ministry planning retreat
- Living into both the technical and adaptive leadership changes in this model
- Training Nominations to continue the model

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# What's Next?

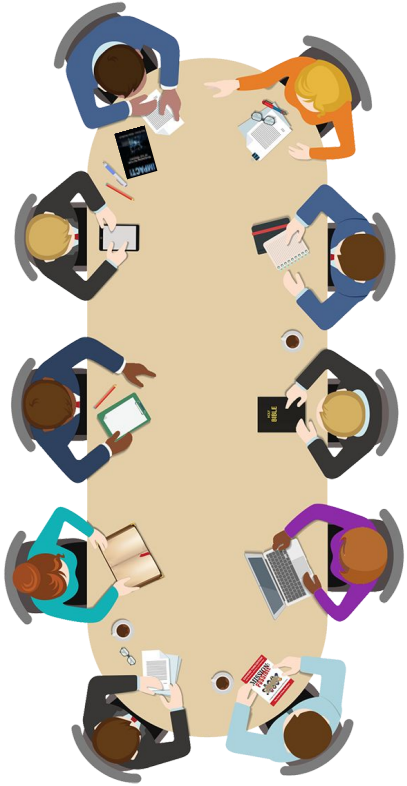


If your church leaders have ***already been*** discussing simplified structure (i.e. single board governance), you could

- 1) enter formal SAS Discernment in 2<sup>nd</sup> Quarter of 2023
- 2) take The Big Vote in Summer 2023
- 3) complete Equipping phase in Fall 2023
- 4) seat the new Governing Board in Jan 2024



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## Next Steps by Church Council

### Chapter D-1 of Mission Possible:

1. Who Are We Now, Pages 22-26
2. Identify the Initial "Why," Page 26
3. SWOT Analysis, Page 28
4. Finalized "Why," Page 31
5. Church Council votes to explore SAS model, Page 32  
(Step One of Discerning Phase)
6. If positive vote to explore, letter to DS, Pages 32-33  
(Step Two of Discerning Phase)
7. If DS approves exploring SAS, SAS Coach begins work with Discernment Team, Chapter D-2  
(Step Three of Discerning Phase)

**EXPANDED THIRD EDITION!**

New Resources, Activities, and Checklists

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“

To order *Mission: Possible* (3<sup>rd</sup> ed.), please order through an SAS coach to help us meet our covenant expectations.

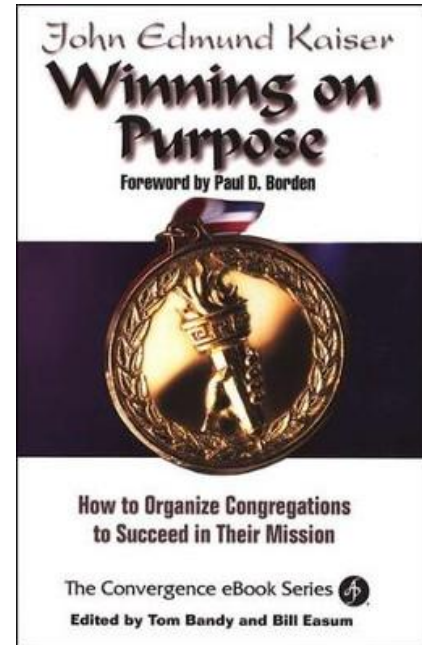
SAS Coach: Rev. Casey Banks  
[pastorcasey@newbergfumc.org](mailto:pastorcasey@newbergfumc.org)

”

If your church leaders ***have never discussed*** simplified structure, you could do some pre-discernment work in 2023 and begin formal SAS discernment in Jan 2024

Pre-Discernment Ideas:

- 1) Small group of leaders read & discuss *Winning on Purpose: How to Organize Congregations to Succeed in Their Mission* by John Kaiser
- 2) Share the 15 min SAS Overview video ([kaykotan.com](http://kaykotan.com)) at your committee meetings
- 3) Invite Rev. Casey Banks to give this 1-hr overview workshop at your church/district via Zoom



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