

External change Transition stage Title	Before launch I Prepare	Into and through launch I Sow
‘What’s’ (topics to focus upon)	<ul style="list-style-type: none"> <li>Build the leadership team</li> <li>Ensure relationships are strong in the church</li> <li>Understand the current reality of the situation</li> <li>Conceive issues, priorities and possibilities</li> <li>Create a readiness for change</li> </ul>	<ul style="list-style-type: none"> <li>Engage the church in the challenges</li> <li>Build readiness for change</li> <li>Test ideas for action and the future</li> <li>Build the vision</li> <li>Create a clear governance model and plan</li> </ul>
‘How’s’ (possible actions)	<ul style="list-style-type: none"> <li>Raise questions and call to prayer</li> <li>Start discussions and reflection</li> <li>Seek ways to test and pilot ideas</li> <li>Formalise the story for a change</li> <li>Define the first steps</li> <li>Define structures &amp; change agents</li> <li>Create a plan</li> <li>Recognise and begin endings to signal moving on</li> </ul>	<ul style="list-style-type: none"> <li>Prayer, debate and purpose – church reflection</li> <li>Explore internal and external community issues (see Appendix)</li> <li>Consider gifts and resources</li> <li>Conceive future (ideas) and challenges</li> <li>Outline steps forward</li> <li>Seize a ‘moment of truth’ event (as per Chapter 10)</li> </ul>
Ideas	<ul style="list-style-type: none"> <li>Review previous changes – the history</li> <li>Revisit the church ‘why?’ and build intentionality</li> <li>Explore the cost of inertia and size of prizes</li> <li>Explore ‘change readiness’</li> </ul>	<ul style="list-style-type: none"> <li>Consider group by group vs whole church activities</li> <li>Create a church timeline to show continuity and development</li> <li>Facing opposition? – conduct a ‘force field’ analysis to uncover motives for this across groups</li> <li>Try out elements to build confidence</li> </ul>
Watch-outs	<ul style="list-style-type: none"> <li>Does this have a missional focus?</li> <li>Is the current situation really understood?</li> <li>Don’t jump to solutions</li> <li>Beware entrenched groups</li> <li>Are we including all leaders?</li> <li>Remember: conception vs vision</li> </ul>	<ul style="list-style-type: none"> <li>Make sure clear rationale and story</li> <li>Is the process fair?</li> <li>Check soft and hard sides to vision</li> <li>Watch for silent and vocal members</li> <li>Clear next steps?</li> </ul>

External change	Underway	Completed
Transition stage	II	II/III
Title	Tend	Harvest
'What's' (topics to focus upon)	<p>Engage all church groups Adapt and revise the vision Communicate creatively and frequently Share the story and progress Celebrate endings and beginnings</p>	<p>Engage all church groups Adapt and revise the vision Share the story and progress Review measures, successes and learnings Look at next steps Transition completion</p>
'How's' (possible actions)	<p>Key events Discussions 1:1, 1:many Open prayer and review Share good news, sad news, stories Mark and celebrate progress Adjust and improve – publicly</p>	<p>Celebrations Discussions 1:1, 1:many Prayer and reviews, measures and reflection Events – review, prayer, learn Revisit vision and think forward</p>
Ideas	<p>Communicate emotions and steps Allocate leaders to prompt for celebration, comms, progress, etc. Use an 'itemised response' (three good things for each one to be improved)</p>	<p>Selective use of stories of personal journeys Use and share reviews of change results Continual update of vision An end-end story Before and after surveys</p>
Watch-outs	<p>Remain engaged with 'opponents' Communication – two-way? frequent? content-rich? Accountability and challenge for outcomes and behaviour Celebrate continuity as well as change</p>	<p>Beware the spring back to past Avoid a winners and losers mentality Watch out for those still struggling Be realistic on progress vs goals (vision is a picture not reality)</p>